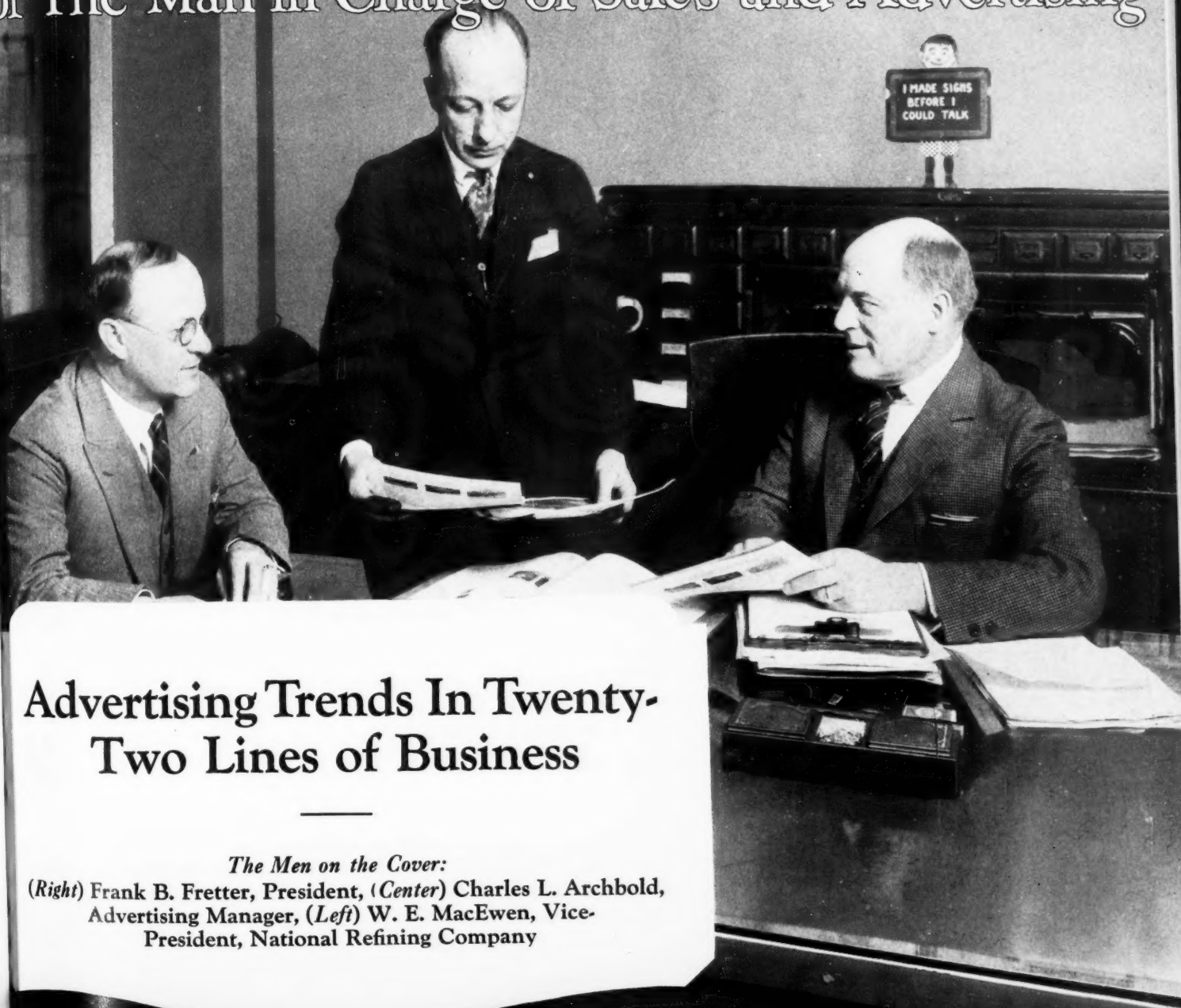


MAR 11 1926

Sales Management

For The Man in Charge of Sales and Advertising



Advertising Trends In Twenty-Two Lines of Business

The Men on the Cover:

(Right) Frank B. Fretter, President, (Center) Charles L. Archbold, Advertising Manager, (Left) W. E. MacEwen, Vice-President, National Refining Company

MARCH 6, 1926

A Dartnell
Publication

TWENTY CENTS



speed!

—years ago, the horse and buggy and permanently bound catalog were good enough. But the automobile and the loose-leaf system have supplanted both.

The old horse and buggy were excellent in their time—for there was nothing better. But the modern auto, combining the power of many horses, gives once undreamed-of speed.

Speed—that's what Heinn Loose-Leaf Catalog Binders put into your business. Speed—in getting vital information to your salesmen and

dealers—in making changes of prices and items. And incidentally, speed, in making sales.

Then too, your catalog is always neat and orderly. It puts up an appearance that is worthy of your company. It lasts for years and retains newness and original beauty. It's the most economical catalog you can use—and it works every day.

Have you complete information on the loose-leaf catalog system? Just drop a line—we'll gladly send it. No cost or obligation of any kind. It'll pay you to become posted.

THE HEINN COMPANY

Originators of the Loose-Leaf System of Cataloging
349 Florida Street Milwaukee, Wis.

HEINN BINDERS

~ day ~ by ~ day catalogs
that last year ~ after ~ year

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions or in Mexico. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

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NUMBER FIVE

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Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879
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Troy's Five "Boroughs"

Do not mistake political boundaries for market boundaries.

Watervliet, Green Island, Cohoes and Waterford are as much a part of metropolitan Troy as the Bronx is part of New York.

Greater Troy has a population exceeding 118,000. It is of equal importance with other second class New York Citis.

No Albany newspaper, for instance, has Troy circulation worth counting. Troy has its own Troy Record, one of the best edited newspapers in the United States.

The Troy Record, morning and evening, reaches 95% of the families of Troy.

The Troy Record

National Advertising Representatives:
CHAS. H. EDDY COMPANY
New York, Park-Lexington Bldg.
Chicago, Wrigley Bldg.
Boston, Old South Bldg.



Courtesy The Pullman Company.

L. F. SINCLAIR, formerly president of the Universal Specialties Corporation, and for the past two years director of sales for the Animated Products Corporation, New York City, is now director of sales for the Smith-Hecht Company, Indianapolis, makers of electrical window displays.

The Peaslee-Gaulbert Company, Louisville, Kentucky, paint manufacturers, announce the election of STUART E. DUNCAN as president, succeeding the late LEWIS R. ATWOOD.

The name of the Wimberly Advertising Agency, Inc., of Fort Worth and Houston, has been changed to Wimberly-Hubbard Agency, Inc., although the officers remain the same. MAX E. SHIPPE, in charge of the new Houston office of the agency, recently resigned as advertising manager of the Fort Worth Montgomery Ward store.

The Simmons Company, makers of metal furniture, New York City, announce the appointment of CHARLES H. TAYLOR as general sales manager.

GEORGE WOODRUFF has been elected a director of the Interstate Iron & Steel Company, succeeding the late S. J. LLEWELLYN.

LEON L. PETERSEN has joined the copy department of The Buchen Company, Chicago advertising agency.

JOHN C. SPERLING, formerly with Barton, Durstine & Osborn, Inc., New York City advertising agency, and at once time manager of the New York division of the *Ladies' Home Journal*, has been appointed advertising director of *McCall's* and the fashion publications of the McCall Company, New York. Mr. Sperling succeeds ROBERT C. WILSON, resigned.

The McGraw-Hill Publishing Company, New York City, announces the adoption of a sales plan which retains the unit control system for its groups of publications but clears the way for more centralized service in selling. Under the plan, general sales control is placed in the hands of MALCOLM MUIR, vice president, who, as director of sales, is made responsible to the president and board of directors for general sales policy, operation and organization. EDGAR KOBAK, whose election as vice president and director was announced recently, has

been appointed general sales manager with direct charge of the operations of the sales organization and head of electrical unit, which includes the electrical publications of the company.

The Standard Forgings Corporation of Delaware, South Chicago, formed as the result of the consolidation of three companies, has elected the following officers: G. E. VAN HAGEN, president and general manager; A. C. STOCKTON, vice president and secretary; L. C. RYAN, vice president and treasurer; C. R. LEWIS, vice president and general sales manager.

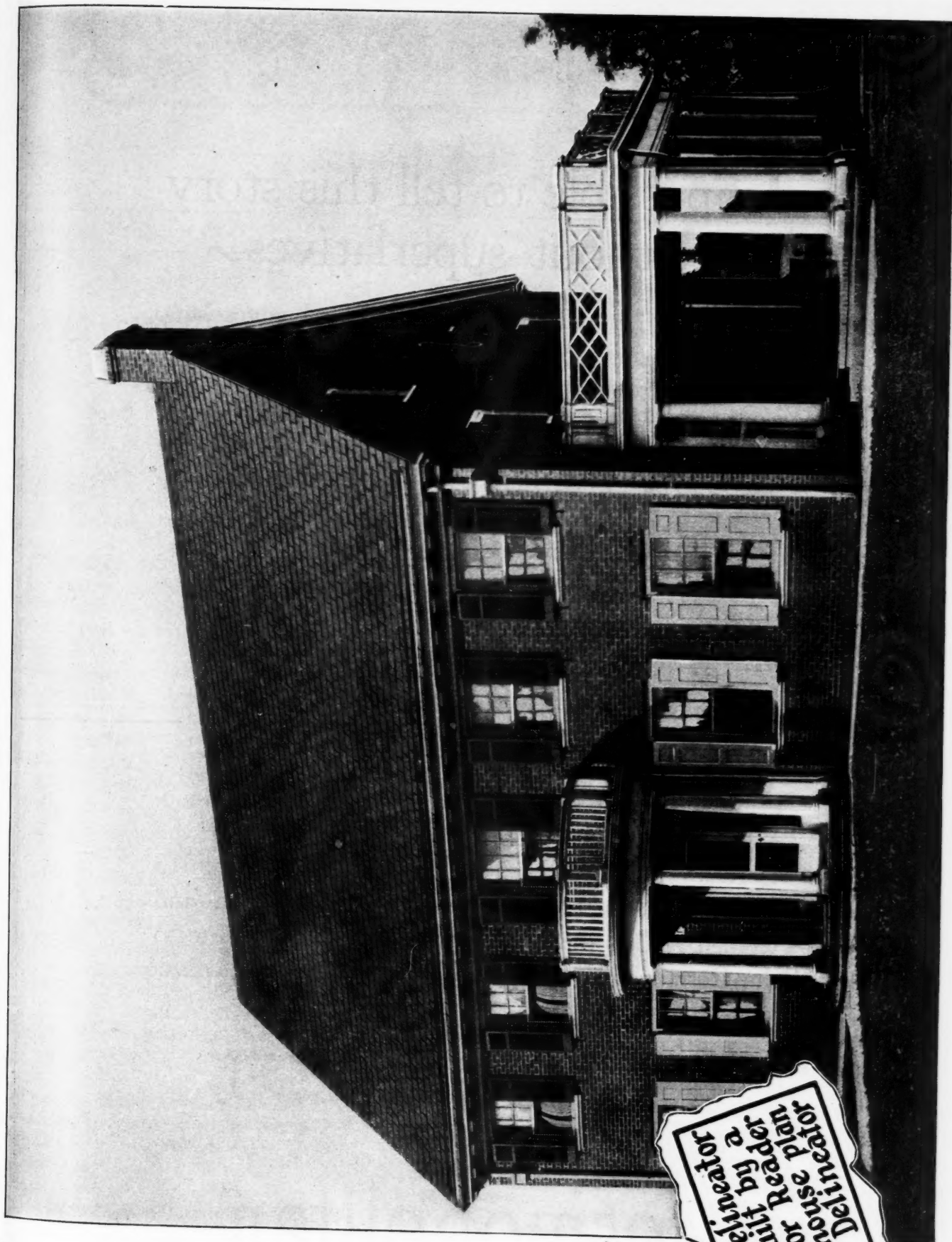
The American Radio Relay League, Inc., Hartford, Connecticut, announces the appointment of F. CHEYNEY BEEKLEY as advertising manager of "QST," succeeding EDWIN ADAMS, who leaves to become advertising manager of *The Financial Digest*.

A. W. SHAW, president of A. W. Shaw Company, Chicago, publishers of *System*, announces two additions to their staff: NORMAN O. MICK, formerly advertising manager of the Burroughs Adding Machine Company; and HENRY HALE, JR., formerly with the General Electric Company, the Atlantic Lithographic and Printing Company, and the George Ethridge Company.

Announcement has been made of the change in name of the Anderson Implement Company, Minnesota Transfer, Minnesota, to the Grain King Manufacturing Company, thus giving wider publicity to their trade mark, Grain King.

Snodgrass & Gayness, Inc., New York advertising agency, has changed its corporate name to The Plymouth Advertising Company, Inc., without change in ownership or personnel.

The Iceola Corporation is the name of the new company which has taken over the plant and products of the Valley Engineering Company, of Dayton, and will manufacture electrical refrigerating units and ice boxes, moving the machinery and equipment to Indianapolis. W. N. THOMPSON, president of the new company, was at one time president of the Stutz Motor Car Company of America. RAY P. SUMMERS, sales manager, was formerly field manager of the Martin-Parry Corporation.



This is a
 beautiful
 house plan
 for a home
 from the
 Detroit
 Motor
 Home
 Plan
 for a home
 from the
 Detroit
 Motor
 Home
 Plan

SCHOOLS....

Impossible to tell this story without superlatives~

Of necessity, in talking about the school advertising in *Cosmopolitan*, one is forced into superlatives. Forth they come trooping, all the old, time-worn "bests" and "mosts" and "greatests." For instance:

- school advertisers spend *most* in *Cosmopolitan*;
- Cosmopolitan* is carrying now the *greatest* lineage of school advertising in the twenty-one years it has carried school advertising;
- one of the greatest of advertising agencies through various tests, places *Cosmopolitan* *first* among school mediums and many schools of course say that it is *best*. The Bordentown Military Institute of Bordentown, New Jersey, for one, in writing of the results of their past season's advertising say, "This is the *best* result we have ever had from advertising in *Cosmopolitan* or in any other magazine."

Can the general advertiser avoid seeing what *Cosmopolitan*'s value as a school medium means to him?

Readers who can afford to send their children to private schools. Readers who respond. Men and women readers (58% women and 42% men write to the *Cosmopolitan* School Service). And so on. Endlessly. Convincingly.

(Under the reading lamp, by their own firesides, where men
and women discuss what they need, what they want—
there's where they see your advertisement in *Cosmopolitan*)

Hearst's International
combined with
Cosmopolitan

Sales Management

A Dartnell  Publication

Volume Ten

Chicago, March 6, 1926

Number Five

Advertising Trends in Twenty-two Lines of Business

How Twenty-two Leading Advertisers Divide Their Annual Advertising Appropriations

By Ed Shanks

DARTNELL investigators have just completed a two months' nation wide search for the best advertisements of the year. Executives of hundreds of leading advertisers have cooperated in selecting their best advertisements, and leading agency heads have been consulted for their opinions.

The purpose of this investigation has been

- (1) To determine the general trend of advertising.
- (2) To uncover specific tendencies in various lines of business.
- (3) To assemble outstanding advertising experiences of the past year that would be helpful in guiding new policies and plans for greater sales accomplishment.

Reports from several hundred representative advertisers in twenty-two lines of business bring to light many cases where the division of the advertising appropriation appears to the rank outsider as being somewhat radical. For example, a heating system manufacturer appropriated the bulk of his money for dealer helps, departing completely from the averages of ten concerns in this industry,

which provide an average of 21 per cent for dealer helps, 30 per cent for magazines, 12 per cent for newspapers, 14 per cent for trade papers, 9 per cent for direct mail, and the remainder for other advertising administrative expense.

In the same fashion a food product manufacturer who ordered the bulk of his appropriation expended in outdoor advertising, leaving little for other media, might be subjecting himself to criticism, because others in the field average 27 per cent for magazines, 24 per cent for outdoor advertising, 19 per cent for newspapers, and 17 per cent for dealer helps and printing.

Looking Toward the Future

Then there is the prominent paint and varnish advertiser who ordered dealer helps kept within 8½ per cent of his appropriation, while others in the industry swore that 33 per cent was a minimum for them.

These and many other departures from what some authorities regard as established "standards of the industry," are found in the figures compiled in this investigation. However, they are cases usually in which an arbitrary appropriation has been made to gain a step in a predetermined

direction, to offset competitors' tactics, or to buy a definite result for some emergency measure. Many times they exhibit strategy in getting away from the regularly accepted paths to make progress by being different.

However, the outstanding tendency shown by the combined appropriation figures for all industries and confirmed by several leading executives, is the provision being made by many thoroughly to entrench themselves for the future.

With the coming of better business conditions, many leaders have made special appropriations or increased regular advertising expenditures in this direction or that. They are taking advantage of the sales situation of today to overcome any possible weaknesses in their selling activities, thereby fortifying themselves against the day when conditions may be less favorable.

Not alone is this trend apparent in the advertising appropriation figures furnished by two hundred and fifty concerns in this investigation, a representative tabulation of which accompanies this article. The trend is exhibited also to no little extent in the policies behind some recent pieces of advertising

The advertisement submitted as the most effective in the splendid campaign of the Nicholson File Company, is a good illustration of how various companies are designing this class of advertising. The idea of making razor blades from their files and the recollection of

the Indians doing the very same thing to get good blades for shaving the head, is not only interesting and dramatic, but it speaks well for the product.

Speaking of a touch of drama in an advertisement, The Timken Roller Bearing Company state their most effective advertisement devoted more than 50 per cent of its space to a striking photograph of lightning. A flood of favorable comments after the appearance of the advertisement disclosed its effect on the readers of twenty-seven industrial and general magazines in which it had appeared.

The best advertisement of the Oakland Motor Car Company campaign, according to a statement from the company, was based on a simple treatment of a mechanical subject, "The Harmonic Balancer." This feature was pronounced a difficult mechanism to explain, but the advertisement's treatment of the mechanical subject proved very effective, as indicated by requests from dealers for reprints. The presentation of the subject was simplified and reduced to three ordinary sentences.

This is one typical method used in making advertisements effective.

Another method is illustrated in the advertisement reported the most effective of the year in the Whitman candy campaign. This advertisement, four-fifths picture and one-fifth copy, featured a children's party at which the Whitman Wonderbox was presented. The sales of this particular product show a 200 per cent increase in the past year over the preceding year. A great deal of credit for the increase belongs to such advertising as the example mentioned, which brought more correspondence and comment than any other advertisement of the year. The illustration does the pulling.

There are many manufacturers who have in mind supplementary products which could be made the basis of good merchandising

campaigns which would have a desirable effect on sales for the regular line. But not all manufacturers have the courage of their convictions in carrying out strategy of this character. If you have developed a subsidiary product which, when advertised, would have a desirable influence on the sales of the regular line, now is considered a good time to launch it.

It is plain to be seen in our investigations that many leaders are recognizing in the present business situation a good time to approach their markets from this angle.

Another method for making an advertisement effective is to elim-

list of ingredients. Nowadays everyone makes way for just the pleasant word and light touch such as are found in the distinctive, merry campaign of Clicquot Club. These newspaper advertisements usually consist of a loose pen-and-ink illustration and a snatch of natural or near-natural conversation. This advertising undoubtedly has an important bearing on the fact that sales of the new dry Clicquot Club already amount to huge figures, while at the same time the regular product is breaking records. This setting from a single advertisement will give you the plan in a nutshell:

The illustration: Perfect butler in front of ice box, speaking to maid.

(COPY)

JANE (a pretty maid who has forgotten to put the ginger ale on ice): "Well, I must say, Mr. Jenkins, I don't see what you are so put out about—you can put ice in his old drink, can't you?"

JENKINS (descended from a long line of butlers): "You're a nice gel, Jane, but hi'm h'awfully h'fraid the master will be seriously perturbed. 'E 'as said to me repeatedly, 'Jenkins, chill the bottles, but never put h'ice h'into Clicquot Club Pale Dry; h'it's blasphemy to dilute so delicate a drink.'"

(Continued on page 372)



To a second fiddle

When the Really Important Male arrives, you, sit, the so-called head of the house, become a thing to be "bushed" at and shunted into ignominious corners. Furniture whimpers and the rustling of starched linen fill the crowded air.

Even that tiled temple of cleanliness where you have been wont to splash and card of a morning is invaded by His New Lordship's ladies-in-waiting.

Gummers of curious design dominate the towel racks—bottles of unfamiliar outline and content are everywhere.

But one old friend remains to greet your eye—

IVORY

Copyright, 1926, by The Clorox Company, Inc., Chicago, Ill.

(Above) One of the best of the ever distinctive Ivory advertisements. (Right) No tricks, no stunts, no brass band, to this kind of advertising. It is aimed at only the people the company wants to reach.

inate ponderous argument, bar selling talk, and blackball the

August 1, 1928

THE SATURDAY EVENING POST

157

Why is this CLOCK on the Minneapolis Heat Regulator?

THE discovery of a thermostatic device that would automatically control a home heating plant so as to keep the room temperature always uniform was quickly followed by the second discovery that this temperature level could be automatically changed to suit the requirements of a family's ordinary habits of living.

For generations it has been customary to "keep the fire checked down at night". Common sense recommends this practice. It is more comfortable to sleep in a cooler house, and healthier. Then too, a low fire at night means fuel saved and greater safety.

Cool Rooms to Sleep In—Warm Rooms to Dress In—and Fuel Saved Besides

By the simple application of the alarm clock principle, the Minneapolis Thermostat, "The Brain of the Heating Plant", takes complete charge of this important function, lowers the house temperature automatically each night at the time you desire, then arouses the fire just before you wake in the morning as you may dress in a warm room.

How The Clock Saves Fuel

The temperature of the air outside averages about ten degrees lower at night than during the day. Consequently, it would take more fuel to keep your home at 70° during the night than in the daytime. Thus you can see how dropping the night temperature to 60° (or to any other

degree you desire) means real fuel saving—besides the greater comfort it brings.

Some types of heating plants are now sold already equipped with automatic control. And not always will you find the clock control included.

Therefore you must be sure to specify the Minneapolis Clock-type Thermostat to get correct day and night temperature automatically.

Oil Burners, Especially, Need Clock Control

Especially with oil burners is this clock control essential. The quick, intense heating power of this type of heating plant makes it positively wasteful to let the fire run to full temperature all night. And if you shut the fire down manually, you must dress in a cold room, in the morning.

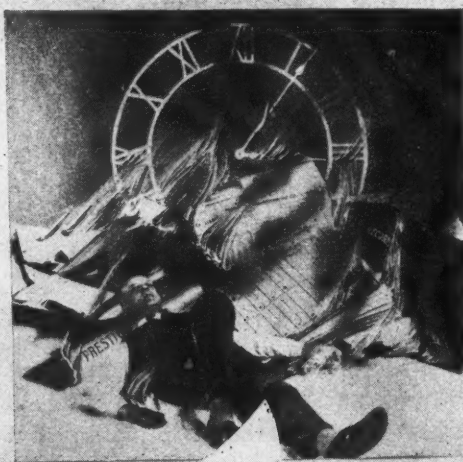
Any oil burner dealer can sell you his make of oil burner equipped with Minneapolis Automatic Heat Regulation, if he wants to. Insist upon it, and thus make sure of getting all the benefits of real automatic heat control—plus the dependability that has been proved by forty years of satisfactory service.

MINNEAPOLIS HEAT REGULATOR CO.
Established 1888
2383 Fourth Ave. S.E., Minneapolis, Minn.

This coupon helps you the dealer you should know to buy any type of home heating plant. Mail it today.

Name _____
City _____
State _____
Address _____
Occupation _____

Buying an oil burner without a clock regulator means discomfort and wasted fuel at night or cold dressing rooms in the morning.



BIG business, or small, everyone is dependent upon one or all of these things.

Valuable employees, orders, customers and business prestige are hard to replace, when lost thru fire.

Lives, Records and Time Cannot Be Replaced!



Even with fire i
be free from it

Many a sales manager sits worrying as he reads reports of lost sales, when it isn't the salesman's fault at all—but the fault of the sales manager who doesn't give his men the right sort of selling help.

Who Is to Blame for **Salesmen Who**

“WHAT are you going to do with the salesman who literally works his head off, who makes more calls than you can shake a stick at, whose reports show that he works nights, Saturdays, and between times—yet who sells scarcely enough to wad a shotgun?

“Such men are on every sales force. Good men, honest, sincere, willing to follow instructions, but lacking in the spark of initiative which a true salesman must possess.

“If there were enough of the right kind of salesman to go around, the problem would be simple. The plodders could be separated from the payroll to make room for the self-starting, self-propelling salesman who needs but a sample case and a price book.”

The preceding paragraphs were lifted bodily from a recent letter from a manufacturer of men's work garments. Similar letters are in almost every mail. They tell of the salesmen who take “no” too easily—of the salesmen who never

seem able to sell the complete proposition—the salesmen who sell too high a percentage of trials, only to have these trial orders come back.

One sales manager recently wrote us: “We have a number of men who seem utterly incapable of selling our ‘proposition,’ but who can sell a certain small quantity of our merchandise—barely enough to warrant us in keeping them in the hope they will do better in the future.”

These men not only fail to show a profit on their own operations, but in the course of time they “put a curse” on a territory, so that it is difficult for even the best salesman to develop the territory on a profitable scale afterwards. Many potentially good territories in the hands of these weak salesmen, are so impaired by the wrong kind of sales work, they never recover.

While the sales manager sits and reads sales reports wondering why some men can't handle their territories, the men themselves are calling daily on buyers who ought

to be good customers, but letting the prospects say “no” before they really understand the proposition.

In seeking some method of handling this type of salesman, we interviewed a number of sales managers. From the interviews several reasons for the failure of salesmen to make good in a big way have been classified. Some of the more important reasons are: (1) failure of the salesman to use the helps offered by the home office; (2) lack of confidence in the line on the part of salesmen; (3) inability of salesmen to cope with big buyers, largely due to fear on the part of the salesman; (4) salesmen's inability to sell the institution or the merchandising plan back of the merchandise.

One of the best examples of a selling plan which lifts the mediocre salesman into the real producing class, which takes much of the element of chance out of the salesman's presentation, is a combination sales manual and presentation plan recently completed by the Fyr-Fyter Company of



Two pages from the Fyr-Fyter Sales Portfolio which automatically makes the salesman give a forceful presentation.



Almost Make Good?

Dayton, Ohio. If a salesman can read, will make calls and turn the pages of this book in front of a prospect, it would seem his success is assured, for it is one of the most complete and convincing sales presentations ever brought to this writer's attention, and we have on file several hundred sales manuals, advertising and merchandising portfolios, sales kits and other helps for use in selling.

The book is 14 by 10½ inches in size, liberally illustrated, and is a complete sales presentation designed to help the salesman close sales to the three leading classes of the company's prospects—industries, institutions (hotels, churches, public buildings), and residences. There is also a section devoted to plans for selling owners of automobiles, boats, etc.

This book reverses the usual procedure in presenting a sales story, in that the functions, uses and need for the product are stressed at the beginning of the book, leaving the technical details of construction to the last.

The failure of many salesmen may be traced to their method of presentation. They start the sales talk with a dissertation on the product itself, instead of selling the need for the product. This is the result of too much technical chatter about the product in the sales manual. Analyses of many sales manuals reveals a general tendency to explain the manufacturing processes and the technical details of construction, before the need for the product is stressed.

Following the outline in the sales manual, the salesmen thus present the most uninteresting part of the sales story first, leaving the part that will actually close the sale to the last—often taking a turndown before the need for the product is stressed.

The method of presentation as outlined in the Fyr-Fyter book is the strongest feature of the book. Nothing is said about the product itself, so far as construction or technical details are concerned. The first sections of the book are devoted entirely to the major job

—that of selling the prospect on the need for fire prevention.

"Fires and Fyr-Fyters" is the title of the book. On the second page is a reproduction of the factory, and on page three there is a space for the salesman to paste in his own picture. Below his picture is a photograph of the extinguisher. The copy of this page reads, "Let me introduce myself as a local fire prevention expert, representing the Fyr-Fyter Company of Dayton, Ohio."

Turning to the next page, there is a large halftone of a man fleeing from a fire—the page following shows a fire truck leaving the station. On succeeding pages there are many photos showing how fires may start, visualizing the many losses from fire other than the loss of property, the danger, and the need for ample protection.

Then follows the section on fire prevention by means of Fyr-Fyters industrial plants. There is a list of prominent users; there are pictures of big fires in noted

buildings, and information about fire protection in various classes of structures.

There are pictures on every page—big, striking pictures which flag any prospect's interest. With each picture is a short sales caption designed to bring the prospect to action.

The entire book is so carefully designed that a salesman is automatically made efficient if he will but show the book. He can't forget important sales arguments, or leave out part of his demonstration. All he has to do is to turn the pages of the book and read the captions and he has delivered a better sales talk than he could possibly prepare "on his own."

One of the big reasons for the failure of some salesmen to sell more than just barely enough to stick on the payroll is the sales manager's failure to give the salesman something to sell besides merchandise. An example: A salesman for an advertising specialty house had never been able to sell more than enough to net him a scant living. He was a hard worker, a steady plugger and he was fairly intelligent. But his sales were small, they failed to repeat, and some of them were made to doubtful credit risks. Yet in theory this man seemed to have a sound knowledge of the advertising business in a general way.

Helping the Weak Sister

Too good a sales manager to see a potentially successful salesman "wither on the vine," this sales manager prepared a portfolio of samples, a series of selling plans, some testimonial letters and suggestions for selling certain items in the line. All this material was mounted in a book. "Take this book and show it to five prospects a day for a week. Call on the biggest prospects you have on your lists. Stay away from pikers. Talk large quantities, and sell the idea of using specialties to solve specific problems," said the sales manager in his final instructions to the salesman.

The fourth day this salesman tried the plan, he turned in the largest order he had ever taken. In a few months he had learned how to sell and was one of the

biggest producers in the midwest district where he worked. This man had been trying to sell merchandise when he had a service to sell. Buyers were not interested in "his line of specialties," but they were interested in the plans he offered them, which included the use of specialties.

Like the salesmen for the Fyter Company, this salesman sold an idea, not a piece of merchandise. For salesmen selling resale items to stores, the same problem presents itself, if in a slightly different form.

Here the problem is to sell the merchant the merchandising plan, the sales possibilities, and the best methods of displaying and pushing the merchandise. Selling the merchandise itself is not enough. This is where so many salesmen fall down. They take an order for a quantity of merchandise and leave the merchant to paddle his own canoe. With dozens of salesmen and companies competing for the merchant's attention, the salesman who does not do a thorough job of selling is sure to find his line out of the running.

Building a Selling Plan

To help salesmen sell more than merchandise, many sales managers are following the practice of preparing elaborate selling plans at the beginning of each season which lay out in detail the entire merchandising procedure. These plans are more than mere advertising portfolios stuffed with reproductions of our "smashing advertising campaign."

"Sell the plans in this book," writes one sales manager to his men, "and you can take orders for the merchandise." A clothing company whose men once made two trips a year, now requires its salesmen to travel constantly. For each trip the men have a new plan to present, a workable plan for promoting sales—not just a collection of generalities compiled by a bright young man in the office.

The importance of selling plans, even in a staple line such as flour, is stressed by the Pillsbury Flour Mills Company to the extent of periodical schools for salesmen where advertising and selling plans are reviewed and discussed. For

two successive years this company prepared films for the purpose of supplying their salesmen with an eye to eye, rather than mouth to ear outline of how the company's advertising could be made productive or wasteful, depending on the manner and extent of its use by the salesmen.

Wilson Brothers of Chicago have worked out a plan to enable their salesmen to sell more than merchandise. Back of the plan is an entire merchandising method which has been worked out for retail stores. Under the direction of an experienced merchandising and display man the company has built on the ninth floor of its Chicago plant, fourteen separate show rooms which are models of retail shops. There are forty-two windows which are dressed with Wilson Brothers' merchandise to show dealers the best methods of displaying goods.

He Sold an Institution

Back of the plan is an idea which Wilson Brothers refer to as their "Concentration Plan," which is a well worked out method for concentrating purchases, holding down inventories, and insuring the merchant of properly balanced stocks. This idea gives Wilson Brothers' salesmen much more than just merchandise to sell. Instead of taking orders for a few dozen socks, ties, shirts, or what have you, Wilson men now devote their attention to selling the concentration idea which, if properly sold to their customers, insures a bigger volume of business.

Many sales managers have worked out similar plans, some far from elaborate, but all designed to lift the mediocre salesman out of the rut by giving him a real idea to sell rather than merchandise alone.

The importance of selling the institution, the advertising, the company policies, and the "proposition" in general, is shown by the experience of a hosiery salesman who recently closed a very large order. Calling on the hosiery buyer, he showed his samples. The buyer admitted the merchandise was all right, but said he had plenty of hosiery in stock. "Your

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How I Find the Mainspring That

Makes Salesmen Go

*It isn't what a man hopes
to earn that makes him
work—but what he hopes
to do that counts*

By R. A. Buchoz

Sales Manager, Ide & Meginnity Company
Detroit, Michigan

HE was a middle-aged failure, and he knew it. At forty-five, with a family to support, he had come to a strange city with only about \$150 between him and charity, with no satisfactory trade or profession, and with no assurance of being able to secure a position. He had been unable to secure a position; in fact, that is why he came to me and asked whether I thought he could succeed in selling real estate.

I encouraged him to talk about himself and questioned him as to just why he thought he wanted to sell real estate. His primary object was, of course, to earn a living, but we don't employ salesmen who have no greater ambition than that of earning a living; neither do we employ salesmen who have no incentive other than that of making money.

The Story He Told

So I led him to talk about himself, his family, his ideals, and particularly his incentive. He had a daughter who was very anxious to attend college, I found, and he admitted his inability to send her away to school had been very humiliating to him. This daughter was the apple of his eye and he was very anxious to give her the education she so greatly desired, but his limited income had been insufficient to take care of the family and pay the daughter's way through college.

"And yet you come in here and ask me whether you can sell real estate!" I said, when I saw this daughter's education was his strongest incentive. "You say you want more than anything else to

A Middle Aged "Failure" Who Earned \$30,000 In 1925!

Here is a bit of life; an interesting side-light on the history of a unique organization. The hero of this story is with us now. The success he has achieved probably would not have been possible in any other business—perhaps not possible in another City or with any other firm.

He was conscious as he sat across from the Sales Manager that his coat sleeves were a trifle frayed; conscious of his old and soiled linen; embarrassed that he looked what he was—a middle-aged failure.

But despite the fact that he was badly licked, a spark of courage still burned, for he flushed with resentment when the Sales Manager spoke again in a tone that he made purposely rasping: "You have asked me a fool question—a question that only you can answer. Wait a minute—" as the other started to rise, "sit down!"

It was a command and the older man obeyed instinctively.

"You have told me," the Sales Manager went on, "that you are forty-five years old; that you are a stranger here and practically broke—have \$150 to be exact, between you and actual want; that you have a family to support; that you know nothing about real estate; and then you ask me if I'd advise you to try selling lots. 'No one but you can answer that question.'

"You have the incentive to succeed—your family—and that is all anyone needs to succeed at anything, but—selling real estate is hard work—heart-breaking work at times; work that requires unremitting effort; the courage to go on in the face of disappointment; the courage to take repeated turn-downs with a grin—a hard job—a tough job—but by the same token a job that will pay you back in heaped up gold for every effort you put into it.

"If every time you feel discouraged you can remember the girl you married and her great expectations; if you can remind yourself, when failure threatens, of your family and what you owe them and pick up fresh incentive to fight on, then you can say 'yes' to your own question, even with only a few dollars between you and charity."

The older man rose slowly to his feet. His chin was up; shoulders back. He looked the Sales Manager in the eye and held out his hand.

The spark of courage—of ambition—had been fanned into a flame. It might have burned brightly for awhile and flickered out again—it often does, but in this instance it continued to burn, feeding on the fuel of a man's fight.

send this daughter to college; you broke, that you have a family to admit your inability to pay for her support; that you know nothing education has been humiliating to about selling real estate or much you; you admit that right now, of anything else—and yet you ask me whether you can sell real estate at the age of 45, you are practically

"You are the only man in the world who can answer that question. Real estate can be sold; others are selling it every day. Whether or not you can sell depends on how much you really want to send that daughter to college. You have the ability, if you have the determination to use it. But selling real estate is hard work—heart-breaking work at times; work that requires unremitting effort—the courage to go on in the face of disappointment—the courage to take repeated turn-downs with a grin; a hard job—a tough job; but a job that will pay you back manyfold for all the effort you put into it.

A Failure Comes Back

"If, every time you feel discouraged and tempted to give up, you can remember what you owe that daughter; if you can visualize going to her and telling her she cannot have an education because her father isn't man enough to stick to a tough job in order to put her through; if you can imagine her getting started in college, then having to stop because you became discouraged and gave up; in a word, if this daughter's future provides sufficient incentive for you to do your best, you can say 'yes' to your own question and make it true.

"Suppose you go home and tell this daughter you are going to send her to college; that you have taken a position with Ide & Meginnity and you are going to succeed. All her hopes and ambitions are going to be realized, because her father has determined they shall be. Commit yourself unreservedly, then make good or die in your tracks trying!"

He was pretty far gone on the road to failure, but he still had a spark of pride and ambition and I succeeded in fanning it into flame. When he rose to go, he had a different carriage; chin up, shoulders back, a new light in his eyes. He gave me his hand and promised he would do what I had advised. He would send that daughter to college or die in the attempt.

He was wholly inexperienced in selling, and this, coupled with the weakened condition of his will

power, brought about by his previous failures or near failures, made the first month or so mighty hard for him. He became dreadfully discouraged and time and again he came into my office with the intention, I am sure, of admitting he was ready to give up, but I would spur him on again and he would leave without mentioning any thought of quitting. He has told me many times since he would have given up if I hadn't kept that daughter's future constantly before him.

His daughter is now well on her way through the University of Michigan. Her father made over \$30,000 last year and can well afford to give her an education—and anything else she wants or needs. He now has an established clientele and finds genuine enjoyment in the work which at first was so heart-breaking.

Finding the Great Incentive

To succeed in any undertaking, one must have an adequate incentive; something to incite to action, to arouse the determination, to lure him on in the face of difficulties and disappointments, to screw up his courage to the sticking point, to cause him to exert himself to the utmost, to make him refuse to acknowledge defeat. "Incentive," I think, is the greatest word in the English language.

In employing and directing salesmen, I have long made a practice of finding each man's greatest incentive and then keeping this constantly before him. Money is an incentive, of course, and is the only one emphasized by many sales managers, but the possession of money is only a means to an end and the end is far more important than the means.

I never emphasize the opportunity to make money in selling real estate, but go further and emphasize the desirability of the things the salesman will buy with the money. Once I have found what a man's greatest incentive is, I remind him of it at every opportunity, thus helping him to keep up his determination to reach his goal. With one it may be a girl that he wants to marry, with another it is a home, with another the education

of his children, with another it is health, with still another it is a debt that must be paid, and so on.

In interviewing prospective salesmen, I first encourage them to talk about themselves—the most interesting subject in the world. I keep on till I'm sure I have found their incentive, then I magnify this and undertake to make them desire their objective all the more.

There was a young fellow who had been a bookkeeper before the war and had always taken things easy. When he got out of the army, he came to me and asked whether I thought he could sell. I encouraged him to talk about himself and learned his greatest incentive was his desire to marry a certain young woman. "Are you right sure you want to marry this girl?" I asked him, in a dubious tone. He was very positive he did, of course.

"Then why haven't you married her?" Well, he hadn't been able. Why hadn't he been able? He never had made enough money to support a wife as this girl should be supported. Just how anxious was he to marry this girl, give her a nice home, and a car and the other comforts to which she was entitled?

A Goal to Aim At

This kind of talk made him all the more determined to succeed in order to marry the girl and once he got started, I never let him forget it. When he would start out in the morning, I'd tell him to remember the girl, look out for that "three o'clock devil," don't let old man gloom get the best of you, and similar remarks, always reminding him of the wonderful incentive that was his. He got the girl and the home and the car and other things.

Then there was a man fifty-eight years old who had failed in the mercantile business and has since proved successful with us, in spite of his advanced age and the nature of the work. I made him believe he still had lots of time in which to prove he could succeed, that thousands of men older than he were doing great work, that

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Straw Hat Contests as a Spring Tonic For Salesmen

Some New Twists Which Will Give an Old Idea the Right Kick for Use Again This Year

“ONE of the most successful contests we ever held,” was the way W. W. Bradford, secretary of the Knight-Campbell Music Company of Denver, described a Straw Hat Contest which his company carried out last April, just at the opening of the season on the straw “bennies.”

Twelve out of fifteen salesmen qualified by making their April quotas and were awarded straw hats which were offered by the company to every salesman who reached this goal.

At the end of the contest the men went in a body to one of the Denver stores and selected their hats. Newspaper camera men were on hand, and the picture on this page was reproduced in the Denver newspapers with good humored comment on the contest.

Very often a short, inexpensive contest such as this one will do more to stimulate a group of salesmen than a longer contest, even though the prizes are more valuable.

How well the contest succeeds depends largely on the way in which it is promoted. The first

step, of course, is to choose the purpose of the contest. A straw hat contest may be used for many purposes. For example, one concern gave straw hats to all salesmen who made their April quotas by April 15; another gave straw hats for a certain number of introductory orders on a new brand; another offered a straw hat to every salesman who sent in ten orders of a specified amount during the month.

In promoting the contest last year, one sales manager obtained a huge photograph of a window display of straw hats. This photograph was posted on the company bulletin board, a black tag drawn on each hat. As fast as each man qualified for a hat, his name was written on one of the tags. Along toward the middle of the month, when about half the men had their names on straw hat tags, interest began to pick up and all but a very few of the men won hats as a result of the friendly spirit aroused.

Where the salesmen do not have an opportunity to visit headquarters during the contest, various mailing pieces can be used to stir up interest. A cutout post card

representing a straw hat has been used by a number of concerns. This cutout is mailed in advance of the contest to all salesmen. No information is given with this first mailing, the only wording on the cutout being, “The Lid Is Off—Do You Get Me?”

This first mailing is followed up by a letter explaining the requirements for winning a straw hat. A third mailing is sent out just as the contest period begins. This letter is addressed to the salesmen’s wives and a printed heading reads, “A Word to The Wives Is Sufficient.” All the details of the contest are explained in this letter, designed to enlist the aid of the salesmen’s wives in making the contest a success.

The insurance department of the Modern Woodmen of America used a straw hat contest last May. “Let’s Swap Your Old Hat for a New One,” was the heading used on the letter announcing the campaign, which was designed to bring in \$1,000,000 worth of approved applications from the Nebraska sales force during the month. With the letter the entire state was divided into districts and

a quota set for each county and district.

During the month weekly letters listing each man's standing were sent out, with lists of all men who had qualified for the straw hat, and comment on the production of various leaders in the campaign.

Where the salesmen do not all live in the same city, as is the case where the contest is held among a group of city salesmen or branch office men, each salesman is sent an order on some store in his town for a straw hat.

In conducting a contest of this kind, simplicity is the keynote of success. The conditions should be simple, and the salesmen should not be asked to accomplish something out of all proportion to the value of the hats. In other words, failure is sure to follow any contest announcement which requires the men to increase sales or do an amount of work out of proportion to the usual month's work. Don't expect a straw hat to prod a man into selling twice as much as he

would ordinarily sell during the period of the contest.

However, many a straw hat contest has brought a substantial increase in sales and added new life to an organization at a time when sales were beginning to droop. The contest should be timed to end when the first straws are being seen on the streets in fairly good quantities. Don't end the contest too early—at a time when a straw hat still excites comment. It is better to have it come a few days late than a week or so too early.

In a national organization a certain sales manager wanted to use the straw hat contests all over the country, but the difference in seasons seemed to prevent him from carrying out the idea successfully until he finally thought of holding a series of contests dividing the country into districts, starting with all the southern tier of districts in April, and running the contests in series. To add interest as the contests progressed, he aroused a considerable amount of competi-

tion between the various districts, and offered a special prize of a silk shirt, or a dozen golf balls to every salesman in the district where the salesmen averaged the highest percentage over quota.

In this way he kept the entire sales force interested during the national contest and added further interest to each contest as the contests progressed northward. By writing to hatters in various towns, he learned just when the straw hat season opened in various parts of the country.

One interesting angle on the straw hat contest idea was worked out by a sales manager who wanted something different. He made up a schedule of points, each point so figured that the average man could make one point for every number in the size of his hat. Thus, if he wore a number seven hat, his quota was seven points for the month—if he wore a six and a half hat, he had to make six and a half points to earn the hat.

Meet Messrs. Fretter, MacEwen and Archbold on the Cover this Week

SEATED at the center of the desk, at the right, is Mr. Frank B. Fretter, president of the National Refining Company. Mr. Fretter joined the Company as an office boy and worked his way up through various departments until he was made president. Under his direction the company has grown until today it is one of the largest independent oil companies in business, selling through 40,000 dealers, and maintaining offices, warehouses and service stations in 116 cities.

Seated at the left, at the end of the desk, is Mr. W. E. MacEwen, vice president. Mr. MacEwen started with the company as a stenographer, working his way forward to the position of vice president.

Standing in the center is Mr. Charles L. Archbold, advertising manager, who helped make the company famous with his boy and slate signs, one of which is shown in the picture. The "En-ar-co-grams," which are the short messages on the slate, are changed frequently and have brought national comment for their philosophy and humor. Mr. Archbold created the boy and slate sign and has written more than 3,000 of the "En-ar-co-grams."

Profit-Sharing Plan Greases Skids For Price-Cutting Salesmen

Smaller Territories and Bigger Profits Follow New Compensation Plan Which Puts Zest Into Organization of Veteran Salesmen

By A. D. Riley

Manager of Sales, Pratt Paper Company, Des Moines, Iowa

DURING the past year the earnings of our salesmen increased noticeably over any period since the war. We added five men to our force. In spite of an increase in selling costs, due to the expense of training new salesmen, our sales showed a healthy gain over those of the previous year and gross profits increased approximately 1½ per cent.

As 1925 was recognized as a splendid year for volume, but a poor one for profits, I would attribute the record we made to our plan of having the salesmen work smaller territories more intensively. The necessity for a change in policy became apparent when we realized, late in 1924, that some of the old-timers among our salesmen were covering their territories in the same way they had been doing since they started out on the road many years ago.

The Home Town Changes

As a boy in a small Illinois town, I admired no one more than the traveling salesman who made our town once or twice a year. To me, as well as to my barefoot companions, he was the epitome of affluence, the top rung on the ladder of achievement. I still go back to visit the old town, and among all the changes that have taken place there, the one that impresses me most is that, in place of the salesman who called on one store once or twice a year, there are now ten salesmen calling on ten small stores every two weeks. And yet the population of the town has decreased slightly.

The cost of getting and shipping these ten small orders would be outrageous according to the old standards and, in addition, the

merchants no longer are satisfied with delivery every two months; they demand and they get next day service. Where one house and one salesman took away a volume order to be shipped at the distributor's convenience, this same order now is divided among ten houses and ten salesmen.

My home town is not an isolated case. I believe it is typical of business conditions throughout the country and, as a matter of fact, our total orders are an indication that the situation is general. For example, a certain percentage of our orders today amounts to \$25, another percentage amounts to perhaps \$15, and the remainder to, let us say, something under \$10.

Young vs. Older Men

Twenty years ago these figures were doubled, and I believe that a proportionate change has taken place in every other line of business. This example provides a direct answer to the question, "Why are young salesmen more desirable than veterans?"

Most executives agree that they prefer the young man because he is plastic, receptive and full of enthusiasm, where the older man is inclined to be conservative, pedantic and set in his ways. Physical stamina has nothing to do with the fact that cub salesmen's volume is greater than veteran salesmen's; in my opinion it is purely mental resistance. The seasoned man recalls the days when he was getting the bulk of the business from every town he called on, and now it is only natural for him to resent his ten competitors. He remembers how the order book of each of his customers used to be his property as much as the buyer's.

Now the buyer guards his wants and bargains over each item in his books with every salesman.

The seasoned man simply becomes resigned to the fact that times have changed, and that no amount of effort on his part can overcome the present-day tendencies of hand-to-mouth buying. He concludes that it is foolish even to try; consequently, his volume falls off each month until finally he is replaced with new blood. His successor, the cub, thinks nothing impossible. If the house sets a quota, he is going to make it and more too!

Under the modern system of hyper-efficiency, which disregards the human element, every sales manager sometimes faces the problem of weeding out the man who will not adjust himself to the new trend of things. Many big organizations are like machines, with each link in the chain hired for the least possible wages and discharged as soon as someone is found to do the same work for less money.

When We Cut Territories

In coming with the Pratt Paper Company, I realized that any success we were to attain must be won through the efficiency of the sales organization. I began to take stock of our salesmen and, talking the matter over with the head of the company, I found that he, unlike many executives, held a very warm appreciation of the older representatives, respecting their days of efficiency and the things they had accomplished in other years. It remained for me, then, to increase sales without taking advantage of the weeding out method.

The first thing I did was to analyze each territory for a more definite zoning. This led to the discovery that several of our customers were not being called on as frequently as might prove profitable. This meant it would pay to comb instead of rake the territory, necessitating the hiring of five new salesmen. I lost no time in finding them.

Of all the duties of a sales manager, I believe territorial rearrangement is the most ticklish job. When I took a good account in a certain territory and gave it to one of the new men, the old salesman came in and told me that he had developed that account from nothing to \$200 a month. He had worked on it until it had become one of his best customers; now, he said, I deliberately hand it on a silver platter to a stranger.

Our New Compensation Plan

I told this salesman if he would apply the same effort this year as he did last he would increase his business without this account. Of course, he wanted to know how.

"Because you can comb your territory finer," I told him. "Make more frequent calls on your customers and develop new accounts which you never had time for before. To show you how confident we are that our plan will work out by vigorous effort on your part, we will take care of you on any deficit that may result from such a change."

This may sound like a foolish promise, but before cutting down territories we had devised a new compensation plan which, we were confident, would go far toward making the salesmen favor smaller territories. Under this plan they are given a share in the profits on the goods they sell. Heretofore they had been receiving a steady income out of their territories but did not have any great incentive to dig in after more profits for the house. We found immediately that when they knew they would share in the profits on every dollar's worth of goods they sold, they were ready to work harder than they had ever worked before.

Every man to whom we made this promise increased his earnings; he never missed those good accounts which were given to a stranger. We were pretty certain that this would be the outcome. That is why we made the promise in the first place, but the most valuable part of the plan was that the men knew we were treating them fairly and were more ready to give their best cooperation.

Details of our new compensation plan were drawn up after we had worked out a quota for each territory based on past performances, local conditions and other considerations. In every case the quota was altogether conservative and feasible. Then we figured the expected profit on each territory, which gave us some definite basis for arriving at a fair percentage for each salesman.

We have abandoned salary and expense account as a method of compensating salesmen, deciding that a given share of the profits on each order would make an adequate salary and, at the same time, cover operating expenses of cars, customers' entertainment, and other necessary expenditures. To city salesmen we offered a certain percentage; to salesmen who traveled fifty miles out of Des Moines we offered a larger percentage, and for distances greater than fifty miles, a still larger percentage, sufficient to cover hotel bills and still provide a very fair income.

What It Did for Us

The new compensation plan has done this for us:

1. It has practically eliminated price-cutting. When a salesman knows that he shares only in the profits and not in the volume, he maintains prices, and when the customer sees that his price is unwavering, he becomes educated to quality and service instead of price.

2. The plan also eliminates the non-producer. If he fails to sell, naturally he makes no money either for the company or for himself. If he makes his quota, but cuts prices to do it, he still does not make a profit. And as soon as he finds he is not making a living wage, he finds a straight salary job.

3. Selling costs have been reduced, as we no longer have the detail of keeping traveling expense records. At the same time, we retain salesmen's good-will by avoiding the necessity of checking up on their expenses.

4. Given a real incentive to work for profits of the house, the men soon increased their sales over the "good old days" and took a new interest in their jobs.

One of our veteran salesmen had not been producing for several years, and when I called him into my office just after we began to change our policy, I believe he fully expected me to ask him to turn in his samples and make way for a younger man. Instead, I told him right at the start that he was not going to be replaced, that the job was his regardless of what he might do. "But with the proposition I have in mind," I continued, "you can make your territory profitable for both yourself and us. Besides your share of whatever profits you make, I am going to give you an additional 5 per cent if you sell \$50,000 this year." He exceeded his quota by several thousand dollars.

Old-Timers Are Producers

There is another veteran in the organization who holds the distinction of having sold the first roll of printed wrapping paper in the state of Iowa. While he has reached the age where his associates can rightfully call him Dad, at seventy-five years of age he is still one of the best producers in the organization. Our plan of compensation has made it possible for this old-timer to produce an income necessary to afford him happiness and to keep alive a most kindly feeling for his house and his profession.

Since we have established this new compensation plan, I have a stack of application letters at least three inches high in my desk. With every salesman knowing that there are three or four applicants waiting for his job, he keeps working at top speed. However, I seldom hire men by application, preferring to fill vacancies with men who already are well known in any particular territory.

Does a Private Printing Plant Ever Earn Its Board and Keep?

Experiences of Sears-Roebuck, General Motors and Other Large Printing Buyers Show That Private Printing Plants are Usually White Elephants

By John L. Scott

ALARGE Cleveland manufacturing concern recently disposed of a private printing plant which it had been attempting to operate for several years. This plant had been built up to a point where it was one of the largest of its kind in the country, but it was discontinued because it had not proved a profitable investment.

This case illustrates the general trend among a great many companies to place their printing requirements on a basis of purchasing rather than production. With them it is a problem of buying printing in preference to doing it themselves. They consider it no more necessary to operate a printing plant in connection with their business than to produce all the other items which go into the manufacture of their product.

The Question of Overhead

An automobile manufacturer, for example, realizes that he can buy such special equipment as clutches, bearings, ignition systems, tires and upholstering more advantageously from a concern specializing in those products than he could make them himself. By taking just a percentage of other factories' outputs, he pays but a fraction of their overhead, where, if he manufactured all his own parts, he would be bearing all the overhead on every article. He handles his printing on the same plan; it is just as reasonable to buy printing from specialists in that line as to buy electrical equipment from electrical specialists.

Another instance where a prominent concern undertook to produce its own printing as a branch of its regular business, and decided after many years that the results scarcely justified the expense, is found in the experience of Sears,

Roebuck & Company. Until 1921 the company operated a private printing plant which was sufficiently well equipped to handle catalogs, advertising matter of all kinds, and every other form of printing the company required. When the depression of 1921 cut down business in all lines, however, Sears-Roebuck were perfectly willing to sell their plant and equipment to an independent printing establishment.

Sears-Roebuck's Experience

The printing profession points to the Sears-Roebuck case as proof that private plants seldom are successful. When an institution of its size, they say, can see no benefit in a private plant, especially where the volume of its printing is so large, there seems to be little encouragement for other concerns. Since that time the company has been satisfied to contract for its printing, specializing in purchasing instead of producing.

The General Motors Corporation, with its seven major divisions of motor cars, trucks and taxi cabs, as well as a number of subsidiaries in related industries, unquestionably could take the entire output of several large printing plants. The corporation, however, has never considered seriously the operation of its own plant; rather, it has devoted its attention to standardizing purchases so effectively that, regardless of the huge amount of printed matter used, costs are kept at a minimum while quality is of the best.

One of Chicago's largest clothing houses sold its printing plant two years ago, after an unsuccessful attempt to operate it at a profit. The plant was more than an expensive luxury; it was regarded as a "white elephant" and was taken

over by an independent printer to the great satisfaction of its former owner. The clothing house had been forced to install very expensive equipment and employ specialized printers in order to get the quality of work it required. It found, however, there was not enough volume to keep the plant busy on its routine work, and to keep the printers working regularly, it was necessary to supply them with a great many unnecessary jobs.

During the two or three years a printing plant was a part of this business the advertising department worked overtime devising new ways of utilizing its facilities. Every conceivable form of dealer help was produced. Some of it non-essential literature which was largely wasted. It was a question of paying overhead on the printing plant, when nothing was being produced, or going to the needless expense of getting out printed matter which served no purpose.

Private Printing Plant Problems

It was a losing proposition in either case, and the company, realizing it was in the clothing business rather than the printing business, sold its plant at the first opportunity. In the past two years, by dealing with independent printers, its costs have been reduced materially and the work is of just as high quality as ever.

An office fixture manufacturer had spent several years developing his printing plant to a point where it either must go ahead or remain at the limit of its productiveness. The company already was using all the printing it needed, but the plant was equipped to handle a larger volume. As a privately owned plant, it was not in a position to bid successfully on outside

work, so the men who were in charge of the printing department purchased the plant outright and continued its operation as a separate business. The new arrangement not only gave the manufacturer the same quality of printing at a lower price, but the present officers of the plant were given an opportunity for further advancement than could have been possible in their former connection.

A similar case, but one which took the opposite course, occurred in Chicago a short time ago. A concern operated its private printing plant, but in order to make it profitable, it became necessary to seek commercial work on the outside. Within a few years the printing department had become of greater importance than its original business, and it is now exclusively a printing establishment.

Where Expenses Run Up

These illustrations would seem to indicate, then, that printing is too specialized a profession to be undertaken merely as a side-line. The investment in equipment and highly-trained employees is seldom justified by the volume of work required by most concerns engaged in other businesses. The average printing plant, privately owned, is not equipped with a wide enough range of type faces, linotype machines, presses and other accessories necessary to do the character of printing demanded by the firm, or, if the equipment is sufficiently complete, the costs are far too high. In other words, the equipment required to give the proper service cannot be kept busy on one firm's work alone; presses and men are idle while wages and interest on the investment, to say nothing of depreciation and other items of overhead, move persistently forward.

There are some three advantages frequently claimed for private printing plants—a saving in cost, an improvement in quality or better service. According to the experience of concerns which have done their own printing, no two of these advantages can be obtained together. If costs come down, quality declines with them. If the quality improves, the costs

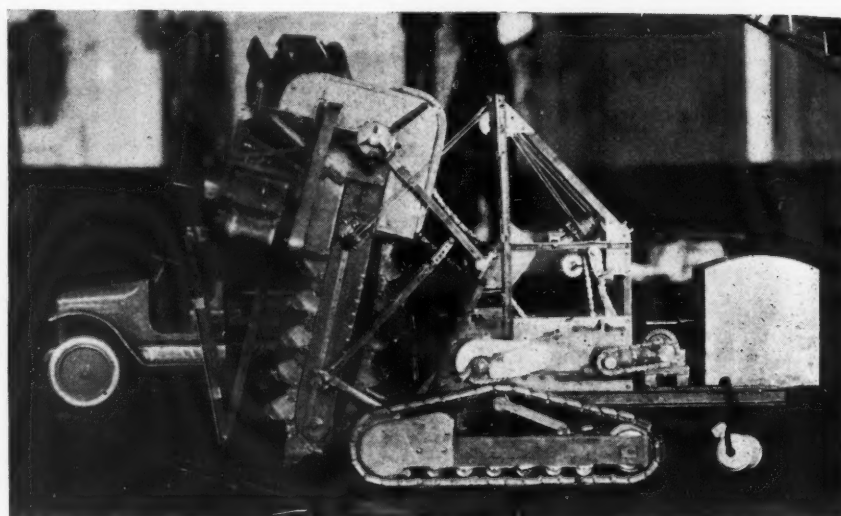
soar. And it usually has an unfavorable effect on both cost and quality when the chief striving is toward service, getting the work done when it is wanted at any inconvenience.

While the volume done by the private printing plant may seem large enough to warrant the necessary investment, the objection is that there are so many different kinds of work to be done for a single firm that the printers cannot specialize on any one of them. A limited number of printers, no matter how versatile they may be,

cannot be expected to handle successive jobs of letterheads, return envelopes, stickers, posters, catalogs, circulars, house organs, all kinds of advertising matter and other odd jobs, as well as the men who specialize in some one department.

In the larger independent printing plants there are special men and equipment to handle each type of work. The men who do color work have enough of that to occupy all their time, but in the private plant there is perhaps

(Continued on page 375)



Models Show Barber-Greene Machines "On the Job"

INSTEAD of attempting to show "life size" machines in operation at a recent series of exhibits and road shows, the Barber-Greene Company of Aurora, Illinois, makers of material handling machines, built toy models of their loaders, ditch diggers, conveyors, and other machinery built by that company, for demonstrating purposes.

The "toy" reproduced above shows the model of a road ditcher as it stood on a special display table which had ditches cut in it to show the machine "on the job." So accurately is it made that it is actually capable of digging, but due to the fact that many parts are made of brass instead of steel, it was impractical to keep it constantly in action.

Similar models of conveyor and loader models were set to imitate an actual set-up as is found many times on a road job. A stock-pile of sand was built under the conveyor; from this the bucket loader loaded into the truck just as if it were batching for a truck to haul into a mixer. A false bottom was constructed in the truck to permit the sand to flow down to the return conveyor which brought the sand up under the car. There it was discharged onto a short chute which took it to the model conveyor.

To the onlooker, it thus appeared as though the sand were coming from the car and being stored on the stock-pile just as it would be on an actual road-building job.

Warren Paper and U. S. Envelope Cash In on Standardization

Joint Sales Program Proves Highly Successful in Selling the Department of Commerce Recommendations for Simplification

SOME time ago the Department of Commerce, in the course of its standardization program, got together a committee on the simplification of paper sizes to reduce the cost of printing. This committee was representative of practically all of the interests involved in the production of printed matter—paper manufacturers, printers and lithographers, and the manufacturers of the many different varieties of machinery used in printing and in paper manufacture. The objects aimed at by the committee were:

1. Less capital investment and more rapid turnover for the paper and machinery manufacturing, distributing and using interests and factors.
2. Straighter line production because of more continuous operation of all paper and printing machinery.
3. Stabilization and broadening of markets for paper, printing and publishing by reason of lower production costs and therefore lower selling prices.

Standardize on Fourteen Sizes

After a rather thorough canvass of the situation, the discussions and deliberations of the committee resulted in recommendations which went out as a part of the Department of Commerce program. Boiled down, these recommendations consisted in the adoption of four standard sheet-sizes for print paper, from which fourteen booklet and folder sizes could be cut without waste.

Fourteen page sizes were assumed to be sufficient to meet the ordinary requirements of advertisers generally, and there was no question as to the saving that would be effected—provided only that the buyers of printing could be persuaded to stick to the standard sizes. This, it was supposed, ought not to be so very difficult, since it was easy to demonstrate the economies that would result clear through from the

printer back to the manufacturer of paper-mill machinery.

From the buyer's point of view, however, there was one fly in the ointment which (to mix the metaphor) dampened his enthusiasm for the standard sizes rather effectually. The manufacturers of envelopes had been overlooked by all and sundry, and had not been invited to the party. The envelope sizes that were obtainable on the open market did not fit the standard booklet sizes any better than papa's pants fit little Willie.

Good Plans Gone Wrong

The buyer of printing who was urged to adopt one of the standard booklet sizes discovered that he would be obliged to have envelopes made to order, which meant extra expense as well as the probability of delay. This necessity, in the majority of cases, was enough to offset any saving that the buyer would personally make in selecting the standard size. And since the buyer of printing is generally a human being, it was difficult to get him to inconvenience himself for the sake of benefiting the paper or the printing industry.

The printers themselves, furthermore, manifested a certain reluctance toward recommending the standard sizes to their customers when the recommendation had to be followed by the bad news concerning made-to-order envelopes. The recommendation of the Department of Commerce, in a word, rapidly assumed the status of one of those things that are highly desirable in the abstract, but which cannot be accomplished in practice "for lack of cooperation."

The situation was not altogether unique, be it noted.

There are plenty of other instances in which plans for economy in manufacturing have remained purely academic because it

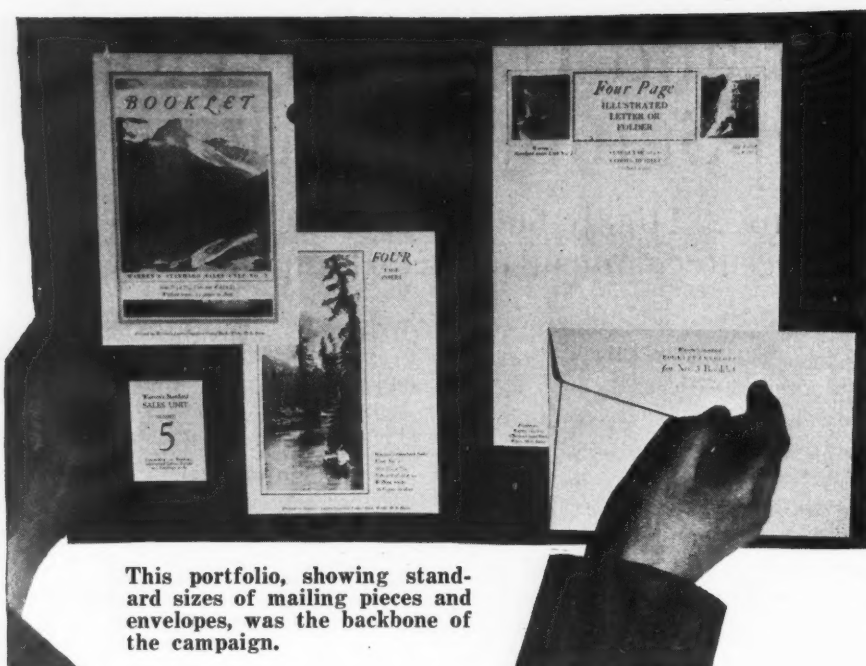
has seemed to be impossible to bring somebody else, more or less distantly related, into line with them.

Generally speaking, it is the ultimate consumer or user of the product that hovers in the background, whose habits must be changed or objections overcome before anything much can be accomplished. From the standpoint of a good many concerns, this looks like a hopeless, or at any rate, a thankless job. It would be a grand thing, admittedly, if it could be accomplished, but it would cost so much to do it that it doesn't look profitable.

What happened in connection with the paper standardization scheme, however, may perhaps be suggestive as to the possibilities in other lines. The United States Envelope Company approached the S. D. Warren Paper Company with a proposal to put out a series of standard-sized envelopes to fit the standard booklet sizes recommended by the Department of Commerce. This would mean, however, a large initial investment for equipment, and would also represent an addition to the number of envelope sizes on the market.

Cooperative Scheme Developed

From the point of view of the envelope company, standing alone, the thing did not look like a profitable venture. Would it not be possible, however, to work out some basis of cooperation, whereby the envelope company would use Warren paper exclusively for these standard sizes, and the paper company would help to sell the envelopes? The envelope company would take a chance on the investment for new machines if it could have the help of the paper company's facilities for advertising and distribution, while the latter would directly benefit through the sale of the material.



This portfolio, showing standard sizes of mailing pieces and envelopes, was the backbone of the campaign.

Whereupon the two concerns sat down together, in a manner of speaking, and analyzed the proposal from the merchandising point of view—not simply and solely as a cooperative manufacturing proposition. That, I think, is a point of considerable significance. Neither party could expect to benefit to any extent from the arrangement unless the buyer of printing could be persuaded to use the envelopes, and in order to sell the envelopes it was in reality necessary to sell something else.

That something else was, obviously enough, the standard-sized booklet, with the envelope an incidental. Merely bombarding all and sundry with advice to buy standard-sized envelopes would not get anywhere in particular, but if the buyer could be persuaded to buy one of the standard booklet-sizes, the envelopes would follow along as a matter of course.

Right there, I think, is where a good many proposals of a similar sort fall down in the application, or come to no practical conclusion—for lack of a sober and intelligent analysis of the problem as a whole. What appears to be the main aim and object of the effort from the standpoint of the manufacturers may be only an incidental from the standpoint of the public, and the success of the whole proposition depends upon the point of view from which it is presented.

The success of the envelope standardization campaign was largely due, it seems, to the correct analysis of the problem, plus an exceptionally clear visualization of the whole proposition from the buyer's point of view. This latter was contained in a portfolio, supplied to all the distributors of Warren paper, and through them to printers for use by their salesmen.

Featured in the portfolio were seven (later increased to ten) definite and concrete "sales units," each consisting of a standard-sized booklet, an illustrated letter or folder, and an envelope to fit. Full-sized dummies of the enclosures and a sample of the envelope were mounted on opposite pages, so as to present only one concrete proposition at a time. Under the head of "Sales Unit No. 1," for example, there were featured the enclosures that would go in a $3\frac{3}{4} \times 6\frac{3}{4}$ envelope, and cut without waste from a sheet 26×29 . These comprised a dummy booklet of 16 pages, a 4-page insert, a 4-page illustrated letter or folder, and a return card, with a sample of Standard Booklet Envelope No. 1. Each of the other units was handled in the same way, in the form of a complete exhibit.

The idea back of the portfolio was, of course, that the printing salesman could take it to his prospect and sell him a concrete proposition that was already

standardized, instead of expecting him to sell the abstract idea of standardization.

To this end the effort was made to have the whole story presented in connection with each of the exhibits, so that the printing salesman would be able to answer any questions that the buyer might ask. Each of the dummy booklets, for example, contained two printed pages giving the substance of the arguments for standardization, and included a center spread giving detailed information regarding postal rates for various combinations, and different weights of paper.

In each of the sample envelopes was inserted also a dummy return post card, giving full information regarding the postal regulations on post card enclosures.

The Warren Company distributed several thousands of these portfolios through the paper houses, and also conducted a vigorous campaign in support of the sales unit idea by direct mail and trade paper advertising. At the same time the U. S. Envelope Company conducted a direct mail campaign of its own, by sending out swatches of the ten envelope sizes with letters and folders referring directly to the sales units.

How the Idea Was Sold

"The enclosed samples of envelopes," says one of the letters, for example, "are not just envelopes—they represent a further step in the simplification program upon which the Bureau of Standards at Washington under the direction of Mr. Hoover has been at work.

"When you with your printer select one of these envelopes as a carrier for a booklet, folder or illustrated letter you can be sure—

1. That the enclosure will cut from paper sizes carried in stock by paper merchants.
2. That the Warren's Standard Booklet Envelope will match in tone any one of Warren's Standard Printing Papers. Thus the time usually required for figuring sizes and matching colors is eliminated.
3. That you are taking advantage of the general saving made through standardization and quantity manufacture as both envelopes and papers are made and sold in large quantities.

(Continued on page 384)

Eighty-Eight Insurance Companies Pool Figures for Sales Data

Life Insurance Research Bureau Completes Survey to Determine Relative Buying Power of Every County in the United States

THE Life Insurance Sales Research Bureau of Hartford, which is a cooperative organization maintained by 88 of the leading life insurance companies, has recently completed an index map of the United States showing the comparative buying power with respect to life insurance for each of the 3,066 counties.

With this index as a basis, the bureau is going on and making some very interesting analyses for individual companies, covering such matters as the strategic location of general agencies, the apportionment of territories, the fixing of quotas, and so following.

Since the index is intended to show the relative buying power or insurable wealth for each county, and not the total amount of insurance which could be sold, it is probable that the same factors could be used in many other lines of business. And the application of the index to some of the common problems of sales executives will be interesting and possibly suggestive.

Index Checks with Sales

There is nothing particularly new in the idea of an index map, of course, or of an index purporting to show buying power. Statistical factors such as the number of income tax returns, automobile registrations, building contracts, etc., have been used in various combinations to indicate the relative prosperity of various localities, and to forecast sales possibilities; and business men have from time to time been warned against relying too implicitly upon such forecasts without checking them against actual performance over a period of years.

In the present instance, however, it happened that a check was immediately available, since the bureau had the figures covering the actual sales of 88 companies for the year 1924. As soon as the statistical work was completed, it was immediately correlated with the actual sales, and

Number of Agents Operating in County

County Name	Proportion of Agency's Total Wealth in County	Whole Time		Part Time	
		Number	Proportion of Total	Number	Proportion of Total
Allegheny	52.7%	35	27.8%	10	16.1%
Westmoreland ..	8.3	20	15.9	15	24.2
Washington	5.4	5	4.0	3	4.8
Cambria	5.2	10	7.9	3	4.8
Fayette	4.9	6	4.8	2	3.2
Blair	4.6	10	7.9	2	3.2
Beaver	4.4	9	7.1	3	4.8
Lawrence	3.6	7	5.6	2	3.2
Butler	2.5	8	6.3	4	6.5
Somerset	2.1	8	6.3	3	4.8
Armstrong	2.0	6	4.8	2	3.2
Indiana	2.0	0	...	5	8.1
Bedford	1.1	2	1.6	3	4.8
Greene	1.0	0	...	2	3.2
Fulton2	0	...	3	4.8
Total	100%	126	100%	62	100%

the agreement between the market index by states and the actual performance in 1924 was shown to be within 4 per cent.

The correlation coefficient, technically speaking, was $+ .96 \pm .01$. "We have a series," says the Bureau, "which theoretically should, and actually does, run very close to life insurance sales." This close agreement is regarded by the bureau as evidence that the index as a whole is generally reliable as an indication of relative buying power, and that the statistical factors used were properly selected.

Those factors were:

1. The "insurable population"; that is, the number of native white males over 21 years of age, excluding illiterates. (Census 1920.)
2. The 1924 paid circulation of the Saturday Evening Post, Ladies' Home Journal and Country Gentleman.
3. The number of personal income tax returns for 1923.
4. The number of personal income tax returns from persons with incomes of \$5,000 or over in 1923.

5. The number of passenger automobiles registered, 1924.

6. The value added by manufacture by all industries included in the U. S. Census of Manufactures, 1919.

"In constructing the index," says the bureau, "we selected these six factors as indicative of the wealth of a territory. Then we found for each factor the proportions which the figure for each particular territorial division bore to the total in the country. These proportions were averaged, and the average was taken as the market index for the territory."

Index figures were compiled for each county, showing in parallel columns (a) the proportion of the state's total wealth in the county, and (b) the proportion of the total wealth of the country.

Certain other factors specifically applicable to certain lines of business could be substituted for some of the factors used in this survey. For example, in constructing an index for certain products, the \$5,000 minimum of income tax figures would be too high, for it would exclude too many in certain territories where \$5,000 earnings are the exception and not the rule.

There is a key market product

*In it population is densest,
richest—grocers most
numerous, most powerful*

WHAT really builds business for a grocer?

Isn't it *concentrated* demand—many calls for your goods instead of few—large consumption instead of slow sales?

Wouldn't it be better for your product in Boston if 61% of the grocers within thirty miles of City Hall reported active turnover than if 100% were barely satisfied with sales?

If one judges by what retailers themselves do in Boston it would seem so. For the great Boston stores rely on *concentrated* advertising in a key trading area.

The key trading area 12 miles around City Hall

In Boston the key territory is Boston City plus the surrounding suburbs for an average area of twelve miles around City Hall.

In this territory are 1,700,000 people. In it, too, are 61% of all grocery stores within a radius of thirty miles—and by far the most powerful stores.

From this twelve-mile trading area the Boston department stores draw 74% of their total business. The per capita wealth is about \$2000. Here the finest stores in Boston report 64% of their charge accounts.

Here the Globe leads in circulation

You can cover this territory through the Boston Sunday Globe which here delivers 34,367 more

copies than the next largest Boston Sunday newspaper. This Globe circulation is *concentrated* in the key territory; it is not scattered over the thinner outlying population.

And you can back up such a campaign effectively through the daily Globe *which exceeds the Sunday in total circulation in the same territory.*

Such advertising concentrates upon retailers with real leadership. It reaches population with the highest buying power in Boston.

It will move merchandise.

National advertising in Boston may profit by the retailers' example

Certainly Boston department stores *know* the market which is their daily study. They know where Boston buying power is highest, where they can make the most sales per dollar of cost, where advertising reaches the most responsive market.

85% of every dollar spent in the grocery store is spent by women. Filene's of Boston credit 84% of their sales to women purchasers. Note the close parallel in these figures.

For food products, for drug products, could there be any stronger evidence of the Globe's businesslike blanketing of the Boston market than its leadership in department store lineage?

TOTAL NET PAID CIRCULATION IS
279,461 Daily 326,532 Sunday

It is pretty generally true in all cities with large suburban population that, *in the metropolitan area*, when the Sunday circulation is practically the same or greater than the daily circulation, there is proof of a real seven-day reader interest with a minimum of casual readers of the commuting type.

EXHIBIT A.

Analysis of _____ Life Insurance Company's Total Territory

The thirty-one states in which the company operates have of the country's total:

79.4%	of the <i>insurable</i> population (native white males over twenty years of age excluding illiterates).....or	16,600,000
83.1	of the circulation of national magazines.....	4,460,000
86.2	of the income tax payers.....	5,840,000
88.9	of the income tax payers with incomes \$5,000 or over.....	527,000
80.2	of the passenger automobiles.....	10,400,000
89.2	of the value added by manufacture.....	\$22,353,600,000

84.5% of the total wealth as above indicated

The company operates in 48.7% of the total territory of the United States, or 1,448,000 square miles.

considerably farther than that, and is applying the data to individual agency territories in such a manner as to indicate the actual efficiency of the agency organization, rather than its apparent efficiency based upon past performance.

The first step is an analysis of the buying power of the whole territory covered by the company, as shown in Exhibit "A." This gives the proportion in the company's territory of the wealth in the whole country. Then, taking the wealth in the company's territory as 100 per cent, the proportions of this total for each agency territory are figured. The average

For the State of Maryland, for example, the index figures are as follows:

Column A—Proportion of State's Total Wealth in County.

Column B—Proportion of Country's Total Wealth in County.

County Name	A	B
City of Baltimore.....	41.32%	.550%
Baltimore	25.27	.336
Allegany	4.51	.060
Washington	3.95	.053
Frederick	2.92	.039
Anna Arundel	2.50	.033
Montgomery	2.38	.032
Carroll	2.08	.028
Prince Georges	2.03	.027
Harford	1.76	.023
Cecil	1.44	.019
Wicomico	1.36	.018
Dorchester	1.00	.013
Talbot98	.013
Worcester94	.013
Caroline87	.012
Somerset82	.011
Howard79	.011
Garrett73	.010
Kent73	.010
Queen Anne's57	.008
Charles46	.006
St. Mary's32	.004
Calvert26	.003

Total100.00% 1.332%

From the figures in Column B, the "average county" was ascertained, and with this as a basis a map was prepared showing in colors the relative buying power of each county. For example, counties with a buying power of fifty or more times that of the "average county" are colored red. There are five of these bright spots—those containing the cities of New York, Chicago, Philadelphia, Detroit and Los Angeles. Next are the counties containing from thirty to fifty times the wealth of the average county. There are three of these—colored orange—containing the cities of Cleveland, Pittsburgh and Boston.

EXHIBIT B.

Analysis of California Agency Territory _____ Life Insurance Company

Comparison of Your Territory with the Territory of Your Company

Of the total in the company's territory your territory has:

4.8%	of the <i>insurable</i> population (native white males over twenty years of age excluding illiterates).....or	803,503
8.0	of the circulation of national magazines.....	357,900
7.2	of the income tax payers.....	420,923
7.7	of the income tax payers with incomes \$5,000 or over.....	47,772
9.6	of the passenger automobiles.....	996,990
3.4	of the value added by manufacture.....	\$762,300,000

6.8% of the total wealth as above indicated

The total business of your agency in 1924 was:

3.3% of the total business of the company

You have developed your territory 51% less than the company's average. In 1924 the whole of California was developed on the average by life insurance companies 6% less than the country as a whole.

The average wealth per square mile in your territory is 63% of the average for the company.

Next in order come the counties colored light green, dark green, and light blue. These are all above the average. Below the average are the dark blue, violet, brown and gray counties. The bureau emphasizes the fact that of the 3,066 counties in the United States, 2,596 are shown on the map as below the average in purchasing power.

The map has not been published, the bureau supplying its members with separate state maps as desired, colored with crayons.

Of particular interest, however, are some of the special analyses that the bureau is making with these figures as a basis. They are being used, of course, as a means for determining the strategic location of branch offices, the apportionment of territories, setting of quotas, and so following. But the bureau has gone

proportion of the total wealth in each agency territory is the market index for that agency in that company.

The actual sales of life insurance by the agency during 1924 are then compared with this index, as shown by Exhibits "B," "C," and "D." The results show the relation of the agency to the average maintained by the company's agents generally, also the relation of the agency to the average maintained by all of the other life insurance companies operating in the same territory.

The figures are also used by the bureau in analyzing the distribution of men in agency sales territories, to show where men are needed and where counties are being oversolicited. For example, the report drawn up covering the 1924 activities of the Pittsburgh agency of one company is shown, page 341.

EXHIBIT C.

Analysis of Illinois Agency Territory Life Insurance Company

Comparison of Your Territory with the Territory of Your Company

Of the total in the company's territory your territory has:

8.0%	of the <i>insurable population</i> (native white males over twenty years of age excluding illiterates).....or	1,328,585
7.7	of the circulation of national magazines.....	344,240
10.5	of the income tax payers.....	614,449
10.3	of the income tax payers with incomes \$5,000 or over....	54,344
8.0	of the passenger automobiles.....	832,053
8.7	of the value added by manufacture.....	\$1,937,000,000

8.9% of the total wealth as above indicated

The total business of your agency in 1924 was:

6.6% of the total business of the company

You have developed your territory 26% less than the company's average.

In 1924 the whole of Illinois was developed on the average by life insurance companies 13% more than the country as a whole.

The average wealth per square mile in your territory is two and one-third times the average for the company.

EXHIBIT D.

Analysis of Missouri Agency Territory Life Insurance Company

Comparison of Your Territory with the Territory of Your Company

Of the total in the company's territory your territory has:

5.1%	of the <i>insurable population</i> (native white males over twenty years of age excluding illiterates).....or	852,509
3.5	of the circulation of national magazines.....	156,300
3.0	of the income tax payers.....	173,728
2.9	of the income tax payers with incomes \$5,000 or over.....	15,265
4.1	of the passenger automobiles.....	426,606
2.4	of the value added by manufacture.....	\$537,800,000

3.5% of the total wealth as above indicated

The total business of your agency in 1924 was:

5.1% of the total business of the company

You have developed your territory 46% more than the company's average.

In 1924 the whole of Missouri was developed on the average by life insurance companies 10% more than the country as a whole.

The average wealth per square mile in your territory is 74% of the average for the company.

The value of the whole scheme depends, of course, upon the value of the original index figures. It is easy enough to choose a group of "factors" as indicative of buying power, and to strike an average. The question still remains, however, as to whether the average really represents an average of actual wealth or something that is purely imaginary. So far as life insurance is concerned, however, the bureau appears to be on pretty firm ground since its figures are able to stand the acid test of comparison with actual life insurance sales throughout the country.

The work of the Life Insurance Bureau offers many suggestions for similar work by other associations or groups of companies,

members of which would be interested in better figures on which to base quotas, judge sales accomplishments, determine strategic locations for branches, warehouse stocks, etc. In some industries there is a dearth of accurate production and sales figures which, if made available, would go a long way towards curbing seasonal overproduction, glutting of markets, overproduction in certain territories, and consequent price wars which follow overproduction through ignorance of the consumptive power of various markets.

Without accurate figures, there is no safe method for planning a systematic production program for members of any industry.

Trade Commission Dismisses Two

The Federal Trade Commission has dismissed its complaint against the acquisition by the Standard Oil Company of New Jersey of one-half or more of the stock or share capital of the Humble Oil and Refining Company, which was claimed to be a violation of Section 7 of the Clayton Act and to result in substantially lessening competition between the two companies.

The commission has also dismissed its complaint against Armour and Company, of Chicago, in which it was charged that concealment of its control of Beyer Brothers Company, a creamery concern, was an unfair method of competition. The proceedings were dismissed upon the recommendations of the commission's chief counsel that the respondent had long since ceased the practice charged and that there was no evidence that they have been resumed.

In an answer filed with the Federal Trade Commission recently, the National Cash Register Company, of Dayton, Ohio, denied allegations charging it with unfair methods of competition and declared that it was not attempting to restrain competition or monopolize the manufacture and sale of cash registers.

Challenging the jurisdiction of the commission in the case, the answer contended that a consent decree entered in the Federal District Court for Southern Ohio in 1916, which restrains the company from certain business practices, limited the commission to referring matters affecting the company to the Department of Justice. It further contends that the company should not be confronted with the practices complained of when they were already taken care of by the court decree.

"We are considering very strongly at present installing a system of this kind in our office, and would appreciate it if you would send us a sample of the report card used by the A. G. Morse Company."—H. E. Clark, Advertising Mgr., Rollins Hosiery Mills.

How Use of Colors in Advertising Has Grown in Ten Years

Study of Advertising Records of Leading Publications Shows Big Increase in Percentage of Color Pages Since 1915

SHALL we use fewer pages in colors or more pages in black and white? This question is growing in importance every year as advertising campaigns are laid out. The big increase in the use of color in national advertising makes it a paramount problem in planning any advertising campaign.

In a recent check-up of color advertising, it was shown that several of the leading magazines are carrying as high as 40 per cent color pages—that is, 40 per cent of the total number of full page units are in colors.

Ten years ago none of the papers from which we were able to obtain a record were carrying more than 20 per cent of the total page units in color. Even though the total of black and white pages has increased considerably in the past ten years, it will be seen that there has been a remarkable increase in the use of color.

Relative Pulling Powers

According to the Curtis Publishing Company, advertisers who use color renew with much greater consistency from year to year than the average run of advertisers. In a recent statement, the Curtis people say, "Color advertising is relatively much more effective than black and white. The percentage of renewal is the highest of any unit used in advertising. It repeats itself almost automatically, showing not only value to the advertiser, but reducing considerably the problems of agent and publisher."

The increase in color advertising has been hampered to some extent by the lack of facilities for printing color, in some publishing organizations. Many publishers have handled all the color advertising their mechanical equipment could produce. Some have turned

down color pages simply from a lack of facilities. This handicap is being largely eliminated with the installation of color printing equipment, and a further increase in color in advertising is anticipated with the increased facilities offered by many publishers.

Some striking figures have been compiled by the American Color-type Company, who recently made an investigation of the relative pulling power of color advertising. An advertising agent quoted in the report of this investigation says, "In connection with a stove account, we found that color process advertisements cost approximately 70 per cent more than black and white and brought 395 per cent greater returns."

"Colors Almost Double Returns"

Another advertising agent says, "In general, we should say that colors are worth from 75 to 100 per cent more than black and white, from coupons actually received." Another reports, "We have known colors to be worth two and a half to three times as much as the same amount of space in black and white. This is based on actual tests carefully compiled."

From the advertisers equally interesting reports were received. A corset manufacturer writes, "In an actual test of a black and white circular against one in color, the latter, although it cost 25 per cent more to produce, pulled 233 per cent more returns."

An adding machine company found color advertising pulls at least four times as many inquiries as black and white advertising. A seed and nursery company found, in a comparative test, that color advertising increased sales approximately nine to one.

Figures showing the increase in color pages in a number of national magazines throw more light on the increased use of color in

advertising. Practically every magazine which has offered color facilities to advertisers has shown a consistent increase in the number of color units in advertising pages.

The color lineage in the *Woman's Home Companion* in 1925 was more than the total lineage of both color and black and white advertising in 1915.

During 1915 this magazine printed a total of 40,000 lines of color advertising, and 231,408 lines of both color and black and white. In 1925 the color lineage had jumped to 266,580 and the total lineage to 610,372. With a total of but 230,408 in 1915, there was 17.3 per cent in color, but with a total of 610,000 in 1925 there was 43.7 per cent in color.

In 1915 the *American Magazine* printed 19,734 lines of color advertising—in 1925, 82,797 lines were printed. The total lineage for 1915 was 151,343 as compared with a total of 514,356 in 1926.

Data from Various Mediums

In 1915 *Collier's* printed 19.6 per cent of color advertising; in 1925, 31.3 per cent. The color lineage in *Collier's* for 1915 was 114,912—in 1925, 153,000.

A number of papers in the farm field did not offer color pages in 1915, but as fast as they have had color pages for sale, advertisers have bought them. In several cases the farm papers have been behind actual demand in the matter of furnishing color pages. The *Farm Journal* did not print color pages until 1919, when they ran 45 pages in color. In 1925 this paper printed 117 pages in color, 47.3 per cent of the total, as compared with 20.9 per cent in 1919.

Harper's Bazar printed but 5.6 per cent of the total advertising pages in color in 1915. By 1925 this figure had jumped to 13.8 per cent of the total. There were six

times as many color pages in Harper's Bazar in 1925 as in 1915.

The Conde Nast publications all have shown a substantial increase in color pages. In 1916 Vanity Fair carried 66 pages in colors—in 1925, 153; Vogue carried 152 in 1916 and 259 in 1925; House and Garden carried 32 color pages in 1917, the first year for which records on this publication are available, and 273 in 1925.

The House Beautiful carried 18 pages in color in 1916 and 219 black and white pages—7.98 per cent color, while in 1925 the same publication carried 185 pages in color and 651 black and white pages—22.13 per cent color.

The Curtis publications have shown a steady increase in the use of color. In 1915, the Saturday Evening Post carried 14.90 per cent of color pages—in 1925 there were 44.43 per cent of color pages. In 1916 the Saturday Evening Post carried 266 pages of advertising in color—in 1925 there were 2,241 pages in color.

Heavy Increase Shown

The Ladies' Home Journal printed 108 pages in color in 1916 and 684 color pages in 1925. In 1916, 26.65 per cent of the advertising pages in the Ladies' Home Journal were color pages. For the first six months of 1925, 54.88 per cent of the advertising pages were in color.

During 1913 the Delineator carried but 28 pages in color, while in 1925 this paper carried 143 pages of color advertising.

In the twelve issues of a southern magazine for 1915 there were thirty color pages. In 1925 there were 95 pages of color in the same magazine.

In 1915 Sunset carried 400 pages of black and white advertising, with but 6 color inserts. In 1925 Sunset carried 132 full pages of black and white and 42 color inserts. In both years these figures disregard covers. In 1915 the percentage of color pages to black and white was only 1.5 per cent, while in 1925, it figures 31.8 per cent. In 1915 Sunset was the so-called "standard size," of 224 lines, while in 1917 and subsequently, Sunset

pages have been of the "flat" size, of 429 lines.

In 1925 McCall's Magazine printed 6.4 per cent of the advertising in four colors, in 1925, 28.2 per cent in four colors, 4.2 per cent in two colors, and 67.6 per cent in black and white.

Many other magazines have enjoyed similar increases in color advertising in the past ten years. Many of the papers would have shown bigger increases had they been in a position to print more color advertising, but due to so many rapid increases in circula-

tion figures, some papers have been unable to expand mechanical equipment fast enough to take care of increased circulation and increased demand for more color pages.

Advertising agents, magazine publishers and other men in close touch with advertising problems are almost unanimous in the belief that color advertising will continue to increase. With the vast increase in advertising in nearly all publications, the problem of dominance demands more and more the liberal use of color in advertising.

Harvard Advertising Awards Are Announced

ADVERTISEMENTS submitted from all over the country were considered by the Jury of Awards in selecting the Harvard Advertising Awards for 1925, founded by Edward W. Bok and announced February 21, by Dean Wallace B. Donham, of the Harvard Business School, through whom the awards were administered.

Earnest Elmo Calkins was awarded the medal for distinguished personal service in advertising. As president of Calkins & Holden, Inc., New York advertising agency, Mr. Calkins has become recognized as a leader in establishing agency practice, and for this service he was chosen by a unanimous jury as the recipient of the gold medal for the past year.

Young & Rubicam, advertising agency of Philadelphia, were awarded the \$2,000 cash prize and certificate for the national campaign deemed most conspicuous for the excellence of its planning and execution, in collaboration with the Postum Cereal Company, Inc., for the campaign on Postum.

Another award of \$2,000 went to the Joseph Richards Company, Inc., advertising agency of New York City, together with a certificate for the Tide Water Oil Sales Corporation's "Tydol" campaign, deemed to be the most excellent local campaign of a manufacturer.

A similar prize of \$2,000 and certificate were awarded to Pedlar & Ryan, Inc., of New York, and Ovington's, New York specialty store, for the Ovington campaign, as the best local retail campaign.

Three awards carrying cash prizes of \$1,000 and a certificate were made for distinguished individual advertisements. Merle Thorpe, of "Nation's Business," won the award for the advertisement most effective in the use of text. For the advertisement most effective in the use of pictorial illustration the award was made to Willard D. Humphrey, of McKinney, Marsh and Cushing, Inc., Detroit agency, for an advertisement of the Hays Glove Company. Roy F. Heinrich, of Detroit, was the artist for this advertisement.

Mrs. Erma Perham Protez, of the Gardner Advertising Agency, St. Louis, received the award for the advertisement most effective in the combination both of pictorial illustration and the text. The artist responsible for this illustration was Andrew Loomis, of Chicago. This advertisement was for "Pet" milk.

A 2,000 cash prize and certificate were awarded to H. G. Weaver, of the General Motors Corporation, for an index of buying power for consumers by counties in the United States, considered by the jury to be the most conspicuous work of its kind.

To whom shall you advertise?

The question answers itself.

Advertise to the wage earners, to that great class of people numbering more than eighty-four million souls including children and dependents, who go to make up the vast earning and spending population of our country.

And you must reach them through the mediums they read — through those mediums which make a direct and definite appeal to them.

What are these mediums?

There are six magazines in the United States with two million or more circulation per issue. They are the really popular magazines. They influence the reading habits of the nation; their tremendous power can scarcely be estimated. Among these six popular magazines is True Story with a total monthly net paid sale of over 2,000,000 copies on the news-stands at 25c a copy.

Not only has True Story the largest news-stand sale in all the world, but the American people pay more for the privilege of reading True Story than they pay for the privilege of reading the single edition of any other magazine.

Imagine what a hold True Story must have on the public to bring these millions of people to the news-stands each month

—to take them away from their firesides, their desks, their usual employments, to the 50,000 places where magazines are sold and there placing a quarter of a dollar on the counter, they say: "I want True Story."

No matter what other magazines you may advertise in to reach a portion of this modern market, you *must* reckon with True Story—with True Story's necessary two million plus — necessary because this magazine experiences very little duplication with the circulation of other magazines.

LIKE Will Rogers and the rest of us who "know only what we see in the papers," you must be impressed by the fact that America is now the great producing nation of the world—a nation in which the wealth is not only enormous, but is becoming more and more equally distributed among the workers.

There is no sense trying to "ritz" the American dollar. You must go to the masses with your advertising copy and to do that you must go to them through the magazines they read.

* * * *

**WILL YOU BE AMONG THE
MANY ADVERTISERS AND
AGENTS WHO WILL USE TRUE
STORY'S NECESSARY TWO MIL-
LION PLUS DURING 1926?**

Announcing a New Rate

On April 1, 1926, a new advertising rate card will be issued effective with the October, 1926, issue, based on a guaranteed net paid circulation of 2,000,000 copies.

Until April 1st, advertisers and agents may buy space in True Story through the June, 1927, issue at the present rates.

Present Rates

\$3500 a page
\$2450 two columns
\$1225 one column
\$9 a line
\$7000 Back Cover

The New Rate

\$4000 a page
\$2800 two columns
\$1400 one column
\$10.25 a line
\$9000 Back Cover

True Story's rates have always been—and always will be—low, but this rate increase (the eighteenth to go into effect since True Story came into existence less than 7 years ago) is made necessary because of this magazine's unprecedented growth.

*In one year alone True Story gained more than one million
circulation on the news-stands*

TRUE STORY has the largest news-stand sale in the world

Salesmen or Order Takers?

Whether the Jobbers' Salesmen Take Orders or Create Sales Depends on the Manufacturer's Cooperation

By Charles H. Weicensang

Sales Manager, Hyland Electric Company, Chicago

THE majority of manufacturers, in the electrical industry at any rate, are letting a profitable opportunity slip away from them when they neglect properly to educate, inform, and make friends with the jobbers' salesmen. I consider the jobbers' salesman the most important figure in the industry, with specific relation to the marketing success of both manufacturer and jobber, yet few manufacturers extend to him enough cooperation to make certain that he is interested in their lines and will make an active effort to sell them.

Although the products of some 200 manufacturers are distributed through our organization steadily, only three concerns, apparently, are making any pretense of keeping in touch with our salesmen. It is significant that the men are conspicuously successful in selling the lines of these three manufacturers, largely because they read their house organs, are personally acquainted with the manufacturers' representatives and have been given first hand selling information.

How We Sold a New Line

A short time ago we decided to take on a new line of lighting fixtures. The management of our company had become thoroughly convinced that the account was a profitable one, but before telling our salesmen that we had reached any definite decision in the matter, we wanted the manufacturer to sell them on the line's possibilities. So we invited a number of the manufacturer's representatives to attend our regular Saturday morning sales meetings and present their proposition to our salesmen.

After they had pointed out the construction features of the

fixtures, showed how they were made, why they would sell, and had given the salesmen some specific suggestions on sales arguments, the men were so thoroughly sold on the line that they asked to be allowed to sell this manufacturer's lighting fixtures. In fact, the plan worked out so well that they had sold most of our first shipment before it reached us.

"We could have taken the usual course in stocking the new line and then telling our salesmen, 'Well, boys, here's a new line we've taken on; see what you can do with it.' Instead of that, however, by first selling the fixtures to the salesmen we built up their interest to a point where they were eager to go out and sell them.

One Manufacturer Cooperates

Another good illustration of the benefits resulting from having our salesmen coming in intimate contact with the manufacturer's representatives came about when we began handling another line of fuses a short time ago. We had been handling a fuse account for several years, and while we had built up a fairly good volume of business on it, the salesmen did little more than take orders for the line.

As soon as we contracted for the new line the manufacturer sent several representatives over to explain it to our men. We arranged a dinner for them, introduced them to the salesmen and turned the sales meeting over to them. Not only did they convince our men that the fuses could be merchandised aggressively, and tell them how to do it, but at the start of the following week we found everyone of the salesmen was dated up with a manufacturer's representative who made calls with

him all week. As a result we sold over \$3,500 worth of fuses right at the start, more than we had ever sold before within the same space of time.

There have been all too few instances where a manufacturer's salesman has asked for the privilege of talking to our salesmen either individually or collectively. When we take the initiative and ask a manufacturer for cooperation, we have no difficulty in bringing about such meetings, but it seems to me that a rare opportunity is lost at the strategic time for them to get the jobber's salesmen thoroughly informed on a new line.

Personally I am strong for having manufacturers send their house organs, letters and other descriptive matter to the home addresses of the salesmen. Contrary to a popular belief, the salesmen don't consign such material to the waste basket until it has been gone through carefully. The salesmen realize that the more they know about a product the better they can sell it, and even with a hundred or so house organs coming to them, by spreading them out over the month, they seldom fail to get around to reading all of them.

Giving the Salesmen Facts

Another thing I am greatly in favor of is having our salesmen visit the plants of our manufacturer connections whenever possible. Last summer we took our entire sales organization to the National Lamp Works of the General Electric Company at Nela Park, Cleveland, where they learned more about the making and selling of lamps than could have been learned in any other way. As one of the direct benefits of this visit, our men are becoming

(Continued on page 380)

Sales Managers Find Wealth of Sales Data in Public Libraries

Decoding Cables, Furnishing Clipping Service, Compiling Lists, Gathering Market Data, All Part of Day's Work in Public Library

Based on an Interview with

Adam Strohm

Librarian, Detroit Public Library

THE story is often told of the executive who spent \$10,000 in gathering certain information and data, only to find later that he could have secured the same material from the public library without cost. The story is a true one and it is neither exaggerated nor unusual. Hardly a day passes without some new proof of the fact that few people realize just how helpful their public library can be in solving their problems.

One of the Detroit library commissioners—an exceptionally well-posted business man—received a cablegram in code one day and spent several hours fuming around, wondering how in the world he was going to learn the meaning of the message, before his secretary happened to think of calling the public library for assistance. She called our reference department, read the message over the telephone, and in a few minutes had the correct translation.

Library Decodes Messages

The Detroit Public Library decodes an average of more than one such message a day, yet when one of the library commissioners happened to need such a service, he did not know where to find it!

The modern public library is not merely a cultural institution; it is an intelligence service, a research bureau, an easily accessible storehouse of information on every subject, and a first-aid station for everyone who has a problem of any kind to solve. It not only fosters the intellectual life of the community, but it promotes the commercial, industrial, economic, and civic welfare as well. A number of cities, of which Detroit is one, have gone so far as to establish business and commercial branches for the express purpose of rendering this phase of their service more

readily accessible to the busy business man.

Such branches not only stock an adequate number of the best books on business and commercial subjects, but also provide periodicals, documents, reports, clippings, questionnaires, maps, charts, photographs, bulletins, and typewritten information that frequently prove more valuable than all the bound volumes. Here seekers of information frequently are amazed at the readiness with which their wants are supplied.

Some of the Services Rendered

In addition to lending such material, much of which would not be let out by the main library, the business and commerce division renders many helpful services such as compiling bibliographies, assembling material on special subjects, and, most important of all, serving as a bureau of information. The business and commerce division of the Detroit Public Library, for example, answers about thirty questions a day, any one of which would take days or weeks for the patron to look up. As a matter of fact, it takes the library days and weeks to secure the desired information in some cases and often involves sending telegrams and incurring other expenses, but there is no charge for the service.

The service is particularly valuable to selling organizations in many ways. A very common request from such organizations is for surveys of certain markets, giving such data as population and whether on the increase or decrease, percentage of whites, negroes, and foreigners; schools, churches, banks, theaters; transportation, principal industries, amount invested in each, names of leading firms in different fields; number of wholesale houses of each kind; number of retail outlets for

nationally-advertised goods in different lines; number of retail stores in each of the principal lines; number of doctors, number of wired homes, and other details.

A photostat service is provided at actual cost and saves a great deal of time for those who wish lists of merchants in certain lines, lists of car owners, lists of professional men, pages of statistics, or other data that would require considerable time and labor to copy. The photostat is also available for reproducing photographs, documents, and exhibits of any kind.

One manufacturer who has salesmen in all parts of the country issues a monthly bulletin for them, nearly all the material for which is secured from the public library. This organization apparently considers it equally as important to know conditions in other lines as in its own, for each month it presents in this bulletin a whole array of facts and figures concerning almost every line that is sold to retailers.

Material for Sales Bulletins

It doesn't publish a lot of platitudes in an effort to "pep up" its salesmen; it publishes an imposing array of facts and figures, then asks the salesmen to produce results that will compare favorably with what others are accomplishing in their lines. It also publishes the percentage of increase or decrease in sales of all products in its own line and compares this with its percentage of increase or decrease, together with some comment on the facts and reasons for them.

General business conditions as indicated by bank clearings, pig iron production, building, car loadings, and commercial failures are also discussed. In other words, the sales manager who prepares this bulletin

doesn't merely tell his salesmen, in effect, that business is good and they should be sending in big orders; he tells them just how good business is and he tells them in facts and figures that carry conviction. Incidentally, the salesmen can use these facts and figures to very good advantage in their contacts with customers. They are well-posted men and they command the respect and confidence of others.

A manufacturer of tooth paste who was about to undertake a national advertising campaign thought it would be a good idea to study the campaigns that had been promoted by others in this field. The public library assembled the material for him and for the first time he began to have some adequate conception of the extent of the tooth paste industry and the amount of advertising that was being done in this field. This created a desire to know the volume of business done in the line, the amount of tooth paste exported by American manufacturers, and other data, all of which the public library readily supplied.

Advertising Research Work

Others sometimes make a study of the amount and kind of advertising done by certain firms in certain trade journals or in some one or all of the big magazines of national circulation. In this way they not only get ideas to be used in their own advertising and learn what to avoid, but they also get a line on what their competitors are doing in this respect.

Information concerning foreign cities and countries is constantly in demand. For example, one concern wanted a list of leading advertising agencies in Sweden, another wanted a list of warehouses in Montevideo, San Diego, and Valparaiso; still another needed a list of leading merchants of Havana, Cuba, and another wanted to know the extent of the pig's bristle industry in China. Tariff rates of foreign countries and of our own are changing at frequent intervals and are asked for daily at the public library.

Those who sell on time payments sometimes learn that one of their customers has skipped out and gone back to his native village in some obscure corner of Europe. When they do, they should ask the public library for the name and address of the

American consul in or nearest that village and for a list of attorneys there, so they will be prepared to enter suit and collect the account, which they had thought irretrievably lost. The Detroit public library has aided patrons in collecting thousands of dollars in this way.

It is assumed that every sales manager and executive will subscribe for and read the principal trade and class journals in his field, but no one could be expected to subscribe for every periodical in which an occasional article of interest to him may appear. Yet there are many such articles appearing from week to week and month to month that one should not miss.

Then, too, the various government agencies are continually publishing bulletins, reports, and surveys that are of vital interest to those concerned and that are always to be found at the public library. One who is engaged in selling, particularly on a large scale, is affected by conditions in all parts of the country and in all basic industries and it is very much worth his while to keep posted along these lines.

One may be selling nothing but silk or iron or household appliances, yet it is very important for him to know whether the price of cotton, wheat, corn and livestock is likely to be high or low a few months hence, whether building is likely to hold up this fall, and whether the automobile plants are at capacity.

The Use of "Hobby Cards"

The financial journals, certain trade journals, and market services usually give the earliest intimations of approaching prosperity or depression and deserve the attention of every executive.

Right about here, though, the reader probably begins to think that if he should undertake to keep up with all this reading, he would have no time for anything else. This is true, in a measure, but the public library is prepared to help one keep thoroughly posted by devoting a minimum of time to reading.

To keep posted on articles appearing in periodicals to which you do not subscribe, ask the librarian to notify you when such articles appear. She will then make out a "hobby card" for you and keep it on file and when anything on the subject named arrives

in the library, you will receive a postal, informing you that it has been laid aside and will be held for you till a certain date.

If you want to make a study of methods of compensating salesmen, marketing, sales letters, or any other subject, instead of going to the library and searching around for it, call up and ask to have this material reserved for you at a certain time. Then when you go to the library, you will find all books, periodicals, bulletins, and clippings that contain information on the subject laid aside for you, with markers inserted at the proper pages. After glancing over all this material, you may then select that which appears most promising and take it with you for further study.

It is not necessary to visit the library to secure miscellaneous information or to request a report on a particular subject. Call up on the telephone and the attendant will either secure the information while you "hold the wire" or else will take your number and call you back.

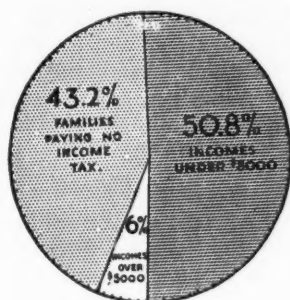
The Library Knows Everything!

An importer asked for a list of Detroit merchants who were likely to be interested in hand-made bedspreads, a manufacturer wanted to know the average salary of teachers in Detroit city schools, a retailer wanted a list of principal manufacturers of clothes baskets, an advertiser wanted to know the circulation of a number of different trade journals, a real estate subdivider wanted to know all about radio as an advertising medium, an advertising agency wanted to know how much structural steel was used in Detroit buildings last year and how this compared with previous years, another advertiser wanted to know the date of the late President Harding's death, the names of the nurse and physician who attended him and of the minister who preached the funeral, and so on.

Whatever your problem—whatever you want to know—don't hesitate to call on your public library. Not all public libraries have equal facilities, of course, but it is more than likely that you can get what you want. And remember that the library executives and attendants want to help you—and service is without charge.

No matter what information you need or how impossible it may seem to secure it, call the library.

New York City Incomes vs. Circulations



Families paying no Income Tax 43.2%
Incomes under \$5,000. . . . 50.8%
Incomes over \$5,000. . . . 6.0%

Population, New York City (1923) . . .	5,930,000
Families	1,347,727
Income Tax Returns	765,745
Incomes Under \$5,000	683,393
INCOMES OVER \$5,000	\$81,766
Morning paper, city circulations . . .	1,569,902

		Rate:
American	175,054	\$.60
Herald Tribune	142,113	.65
Mirror	201,601	.50
Times	203,997	.80
World	249,673	.60
Total five papers	972,438	\$3.15
NEWS (December 1925)	847,137	1.30
Total all papers	1,819,575	\$4.45

(City circulations and general one-time rates from Standard Rate and Data. Six months average for all papers but News; News average of December 1925 used. City circulations only—not totals).

You pay for mass circulation anyway!

There are some posies in every garden, but a darned sight more grass. The total city circulation of the six New York morning papers is 1,820,000 copies—but there are only about 82,000 families with incomes of more than \$5,000 per year in New York City. These 82,000 “quality” incomes are distributed among the 1,820,000 circulation, and constitute only 4.46% of the whole & No one paper has the whole 82,000. Each paper has but a portion, so you get about 95% mass circulation in whatever paper you buy & And the rate you pay is not determined by the paper’s small portion of quality circulation, but by the size of the whole circulation & Why not, then, Tell It To Sweeney in The News? Use the Daily News Marvelous Million circulation, and cover about half of the New York City morning field in one paper, at one time, at one lower cost? & Get the facts!

Have you received your copy of “Quality Circulation”?
Sent on request to advertisers and advertising agencies.

THE  NEWS
New York's Picture Newspaper

25 PARK PLACE, NEW YORK
Tribune Tower, Chicago

***This Big Downtown
Plant Can Be***

Your Chicago Warehouse



Insurance 17.7c per \$100 per year.
Negotiable Receipts

ARE your salesmen in this territory losing orders because it takes too long for your product to come to the trade here from your factory?

Have you figured how much of the money that you spend in advertising and sales campaigns is a total loss because your competitor gets the business by making immediate delivery from Chicago stocks?

If you have not investigated public warehousing as applied to the distribution of your product and want to know why enterprising manufacturers the country over find our services an economy and not an expense, write us now.

We can handle your goods on package basis, or you can lease space and handle your own stock. In case offices are required in connection with warehouse space, we can offer you fine accommodations.

Out-of-town shipments by rail can be made anywhere without cartage expense.

Merchandise stored in this modern establishment will enjoy the very low fire insurance rate of 17.7 cents per \$100 per year.

Western Warehousing Company

331 West Polk Street, Chicago

"At the Edge of the Loop"

E. H. HAGEL, Superintendent

My Most Interesting Sale

**Pulling an Order Out of the Fire
Makes Booster of Skeptical Banker**

By Bernard J. Harrison

Van Kannel Revolving Door Company, New York City

ONE of the most difficult sales I ever made was to the Mechanics Bank in New Haven, Connecticut, where I noticed that the swinging doors were continually flapping back and forth. In selling revolving doors, most of the sales are constructive, as the prospect must be thoroughly convinced that the cost of installation will repay him in economy of floor space, save fuel, assist traffic control, increase health, efficiency and prestige. In this case cold air was entering the bank and possibly causing discomfort to employees as well as to customers.

Approaches the President

Upon going into the bank for closer inspection of the conditions, I noticed that all the officers had desks near the door. In fact, two of them were right next to the door, and each time a customer entered they would look up with a forlorn expression at the continual flapping of the doors. I asked to see the president, whose name I secured before going into the bank, and told him how I had passed by and noticed the condition of the entrance with the swinging door vestibule.

A discussion then took place on the advantages of a revolving door. The president informed me that an order had been placed for an outside storm vestibule which would mean another set of swinging doors—in his opinion, adequate protection. He could not see how a revolving door would help, as it fanned in cold air. He was not interested; besides, he was busy.

I took out a small piece of paper, hurriedly drew a sketch of a floor plan of his entrance, and replied by saying I appreciated the fact that he was busy but I could show him how he was wasting money in building a storm vestibule. It meant another door to open for a customer, and during the busy

time of the day, all three sets of swinging doors would be open with the same cold blast of air entering the building. The customer, besides having harder time to get into the building, would be far from satisfied to keep looking at a cheap, ugly storm door in preference to a beautiful bronze entrance to the front of his bank.

Not waiting for any remarks, I offered to erect a temporary wood door in the entrance without any charge or obligation to prove that a revolving door vestibule would remedy the trouble they were having with cold air. Should the temporary door prove successful, we would naturally receive from the bank an order to install a permanent bronze door to conform with the architectural treatment of the building.

Handling the Price Question

This proposition interested him, but he was not quite convinced, so he telephoned the general contractor asking him to come to the bank at once. I was given a chair and told to wait. The contractor, upon hearing my proposition, thought it very reasonable and urged the president to accept it provided the price was within reason.

Price had not entered the conversation up to this point, and I did not care to discuss it, since I knew that this might upset the sale. I answered that the price depended on the material used and the alterations necessary to complete the installation. We could furnish a door in wood as low as \$700, and one in bronze as high as \$4,000. However, price, I said, should not be considered just at this time, for what I wanted was first to prove that a revolving door would stop the cold drafts from blowing in.

I took the necessary measurements and the temporary wood

door was installed within a week. During the trial period of two weeks an estimate was made up for a permanent bronze door, which amounted to just about \$3,000.

Upon entering the bank after the trial period was up, the guard met me with a smiling face to say it was the best improvement that the bank had made. The officers, I noticed, were in better humor. Things looked bright until I named the price, when the president came back with a statement that a house could be built for that price. That is true; but a house is built of wood, not bronze. The contractor was called in again to see what he thought of the estimate. As he was more familiar with construction costs, he recommended that the order be given us. It was, but only after another half hour of presenting facts and looking over the temporary installation.

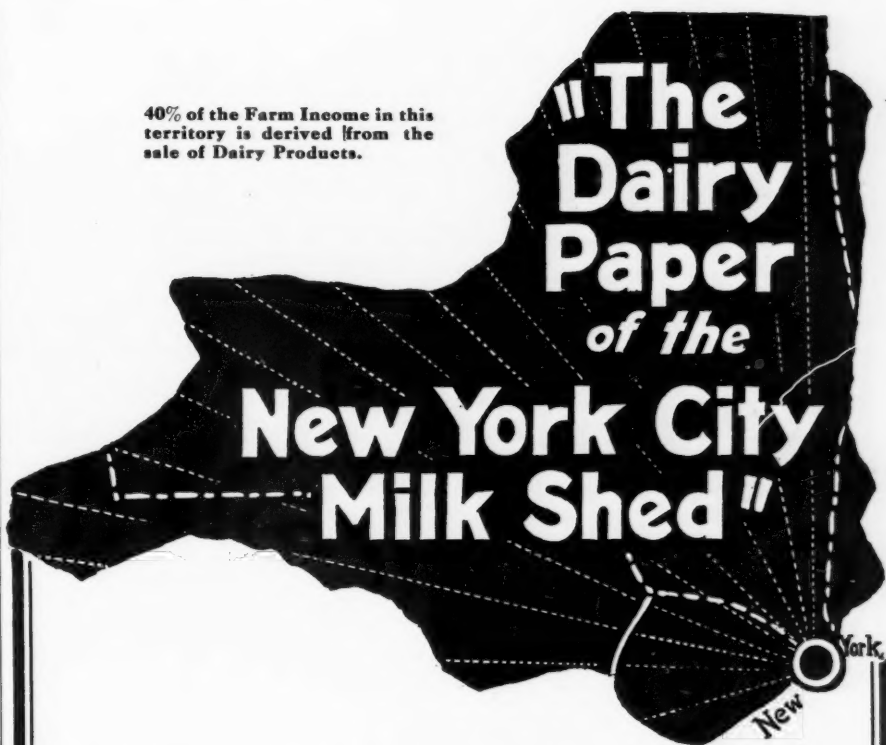
This door has been installed for about a year and in selling another prospect in New Haven, I suggested that he call the bank president. My prospect did and the questioning brought forth these remarks from the president, "The revolving door is just like the telephone and automobile—we could not get along without it."

Radio Selling is Still Chaotic, Says Bartsch

"The radio article which appeared in your recent issue was interesting," writes A. H. Bartsch, general sales manager of the American Bosch Magneto Company. "For some fifteen years we have been selling in a manner which might be termed 'under control,' and the writer's experience is now being applied to radio. So far we have found the control system rather successful because, generally speaking, radio merchandising is still rather chaotic."

"We receive 'Sales Management' each month and find it very interesting, and will continue our subscription."—C. R. Jarvis, Secretary, American Live Stock Powder Co.

40% of the Farm Income in this territory is derived from the sale of Dairy Products.



America's Greatest Milk Production Area

DAIRY farmers by the very nature of their business are constantly in the market for the wide variety of equipment and merchandise essential to the operation and maintenance of a dairy and general farm and the farm family. A casual ride into any dairy section will show how important it is that manufacturers properly present their products for consideration by these farm families.

The most effective and most economical way to reach a dairy farmer is through a dairy paper. The only dairy paper with any considerable circulation in this territory is the Dairymen's League News.

Economical Space Buying

To make a proper coverage of this territory and get your proposition before these dairy farmers, you can best use Dairymen's League News and one only of the general state farm papers. A study of advertising rates and distribution of circulation will show how to do this most economically. This arrangement gives least duplication of actual circulation, least duplication of type of reader and least duplication of type of reading matter. It achieves these things at lowest cost to you.

Dairy farmers are the most important single group in this territory. Reach them most effectively and economically, and make your coverage complete and most uniform by using Dairymen's League News and one only of the general state farm papers.

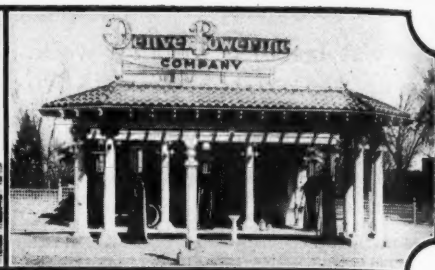
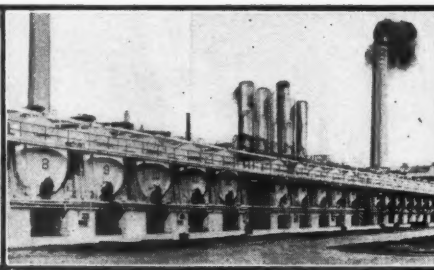
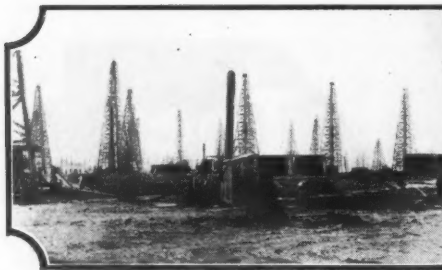
Put the News on your next schedule and check results. Its low line rate—50c—and quality circulation also make it an ideal medium for test campaigns.

A request will bring you Sample Copy and Rate Card

NEW YORK
120 West 42nd Street
F. M. Tibbitts, Bus. Mgr.
O. E. Everett, Adv. Mgr.
Phone Wisconsin 6081

DAIRYMEN'S
League
NEWS

CHICAGO
10 S. La Salle Street
John D. Ross
Phone State 3652



Knowing

that the U. S. consumed 9¼ billion gallons of gasoline in 1925 — (an increase of a billion and a half)

and auto registrations increased 15%

and gas consumption per car increased 13%

and crude oil refined increased 20%,

wouldn't you say the Oil Industry can count on a notably good year?

THE past 4 years have shown an average annual increase of 20% in gasoline gallonage. That indicates a closely similar increase in the sale of all other petroleum products. Every division of the industry — producing, refining and distributing — shares in the growth and the profits.

And the significance is

that Oil Distributors will buy more gasoline pumps, oil pumps, storage tanks, steel buildings, signs, air compressors, cans, barrels, motor trucks, tires and accessories;

that Oil Refiners will increase their crack-

ing capacity, buy thousands of tons of fabricated work, install new power plants, new electrical equipment, new storage tanks and new processing equipment;

that Oil Producers will buy engines, both steam and gas, rotary and cable tool drilling-rigs, steam and power pumps, cable, cordage, steel derricks, pipe, machine tools and mechanical equipment.

As 1926 repeats the 20% growth, will you be furnishing your share—or more—of the new equipment?

It's a question we would like to discuss with you in your office.

HOME OFFICE:

812 Huron Road
Cleveland

BRANCHES:

608 Bank of Commerce
Bldg.
Tulsa, Oklahoma

360 N. Michigan Ave.
Chicago, Ill.

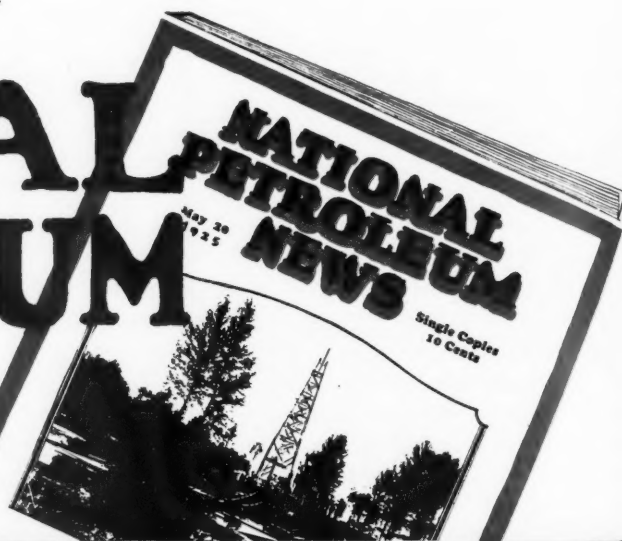
342 Madison Ave.
New York, N. Y.

608 West Building
Houston, Texas

NATIONAL PETROLEUM NEWS

A.B.C.

A.B.P.



New Customers for Old Dealers

Special Sales Work Backed by Mail Campaign Shows Dealers
How to Boost Sales of Larrowe Milling Company's Products

By D. G. Baird

MANY manufacturers, perhaps a majority of them, are faced with the problem of selling their products through dealers who, to say the least, are not very good merchants. Not only so, but these dealers usually handle a wide variety of goods, representing scores or hundreds of manufacturers, and to get them to put exceptional effort behind any one product is no small task. If, in addition, putting forth such extra effort involves leaving the store and going out to call personally on prospects, the task is all the more difficult.

That such dealers can be made better merchants, can be made to put exceptional effort behind an individual product, and can even be prevailed upon to leave the store and go out to make personal calls on prospects, however, is conclusively demonstrated by the experience of the Larrowe Milling Company, of Detroit. This company recently completed a cooperative campaign with its dealers that added thousands of new names to the latter's lists of customers, and sold even more thousands of tons of its own product.

Thousands of New Customers

"Pick out fifteen of your best prospects and send in their names and addresses and we'll help you land them," was what Larrowe told its dealers, in effect. Specifically, Larrowe said to the dealers:

"Here is a really big selling plan. Its object isn't just to make a few sales here and there for you, but to bring to your store the most desirable feed buyers in your territory. Permanent business—from new customers—business that is satisfactory in both quality and volume.

"Here's what you are to do:

"Get away by yourself for half an hour. Think about the feeders

in your territory—all the territory you are covering as a dealer. Make a complete list of all of those who do not now buy their feed regularly from you.

"From this list pick the best fifteen feeders.

"Here's what we'll do—

"On receipt of these names we will send to each feeder on the list, at carefully planned intervals, a campaign designed to bring him around to a point where you can sell him.



Although these figures on the results of a recent campaign of the Larrowe Milling Company are based on reports from only half of the number of dealers who participated, they indicate the excellent results of this special drive. The figures in this article are quoted on page 354.

"These may not be the biggest, but be sure that they are the best.

"Do this job carefully. Consider the kind of customer each dairyman would make, as well as the quantity of feed he buys. Select men who own good stock; men who buy prepared feed or should buy it on a steady, profitable basis; men who are known to you as good credit risks—in other words, the kind of men with whom you would like to do business.

"Be careful to select the men you think you could sell if they knew as much as you know yourself about Larrowe and about the service you give.

"When you are satisfied that the fifteen names you have, represent the fifteen feeders you would rather sell than any other fifteen in your territory, copy the list on the enclosed blank and send it to us.

"This campaign will be brief. It will consist of five smashing pieces, some of them big broadsides, all mailed within a period of two months. Each will drive home one or more big arguments for 'Larrowe.' Each will contain actual evidence of the results that other 'Larrowe' feeders have obtained. Each will be strikingly designed and so illustrated that it will be bound to get attention.

"This mailing campaign has just one object—to put fifteen new prospective customers in such a frame of mind that you will have an excellent chance of selling them by personal solicitation.

"Here's the rest of your job. After this campaign is under way, we ask you to call on every feeder on the list. You will receive advance copies of all the mailing pieces. Read them carefully. When you call on a dairyman,

follow the line of argument given in the campaign. Make every effort to sell him. Keep on calling as long as there is any chance that he'll buy.

"If your names are well chosen and everyone represents a desirable feeder you have any chance to sell, you can't help adding new customers to your list. Larrowe salesmen are enthusiastic about the plan. They are going to work hard to help you put it over and put it over big.

"The Larrowe Milling Company will pay all the costs of this campaign. All we ask you to do is to choose your names carefully, and then follow every man hard.

"We will keep you informed as to mailing dates. Our salesmen will be in touch with you regularly.

"After you have made your calls, send us a report of complete results, so we may make a decision as to future campaigns.

"Selling a new customer his first order of 'Larro' is the best way to make him a regular customer. The fall buying season is at hand. We want to hit your best prospects when they are in the buying mood.

"This calls for quick action on your part. We would like to start the mailings right away. We will start them right away if you send your list in at once.

Furnish 8,232 Names

"Do this preliminary job today—but do it carefully. Remember, the results you get cannot be better than the names you send in. Read the enclosed blank carefully—then act."

A large proportion of the company's dealers, 574 in all, sent in lists totaling 8,232 names of preferred prospects and each prospect was made the recipient of five pieces of advertising matter, sent from Detroit at intervals of ten days. All were high-grade pieces, in color, profusely illustrated and carried convincing facts and figures to prove the advantage of feeding "Larro."

But the campaign did not end here, although this was all the manufacturer had agreed to do. Copies of lists of prospects turned in were forwarded to district

managers and salesmen throughout the territory served and they were instructed to follow up the mail campaign by calling personally on everyone of the prospects, either with the dealers or, if necessary, alone.

On the lists furnished the salesmen were spaces for the number of cows in each prospect's herd, the kind of feed he was then using, amount of "Larro" sold him, if any, and remarks. The salesmen filled in these details after their personal calls on the prospects—and no blanks were accepted.

Dealers Call on Prospects

If a prospect was not at home, or the salesman was unable to see him for any other reason, that simply meant the salesman had to call again, for every prospect was reached personally by the manufacturer's salesmen before the campaign was considered fully completed. The dealers were urged to accompany the salesmen in making these calls, of course, not only to introduce them, but to learn a lesson in selling "Larro" and dealing with dairymen generally.

In the meantime, the dealers had pledged themselves to call at least once on each prospect whose name they submitted. This was a new experience for many of them, but when they once tried it and found that the dairymen were interested in the problems discussed in the mail matter which they had been receiving from the manufacturer, they found it wasn't nearly so bad as they had expected and they were encouraged to keep up the work. Then the salesman came along and invited them to call again, this time in company with him and, all in all, the dealers got more experience in direct selling than many had ever had before.

When it was all over, the manufacturer asked 100 representative dealers to report results in detail, giving the number of prospects interviewed, the number of customers secured, number of repeat orders, and total sales to these new customers up to that time.

Only 51 of the 100 dealers submitted complete reports, as requested (and as might have been

expected), but these had secured 297 new customers from 765 prospects and had told the "Larro" story to the 468 other prospects whom they had been unable to sell up to that time. Sixty-three per cent of these new customers had already bought more than once, making a total of 699 sales to new customers who together had bought 661 tons of "Larro."

One dealer reported that he had been successful in selling 12 of his 15 prospects and that everyone of these had been repeaters; another reported 51 sales to new customers secured in the campaign; another sold 48 tons of "Larro" to new customers, and so on.

The campaign proved so successful that Austin W. Carpenter, sales manager, is planning to promote other similar campaigns. At the time this is written, he is staging a similar drive, but has reduced the number of prospects to be submitted by each dealer to ten, instead of fifteen, as he found that it takes too long to follow up the larger number.

Estimates Big Saving Through Advertising

If the national advertising campaign planned by the Pennsylvania Railroad increases the efficiency of employes by 5 per cent it will save the road \$25,000,000 a year, was the statement made by W. W. Atterbury, president of the road, at the luncheon of the Advertising Club of New York recently.

"The real goal in connection with our present advertising plans," Mr. Atterbury went on to say, "is more than to increase the number of travelers on our trains; it is, first of all, to cut down the operating expenses and, second, to produce greater satisfaction on the part of our patrons by reason of the improved character of the service we render."

"It has always been my pleasure since getting my first copy of 'Sales Management' to read every issue since then, which covers a period of quite a few years."—Geo. W. Higgins, Vice-President, Higgins & Gollmar, Inc.

ALTOONA

Leads Them All

ALTOONA is an industrial city, the home of the Pennsylvania Railroad Company's great locomotive and car building plants, generally regarded as the largest in the world.

In these shops an army of highly skilled mechanics are daily employed, over 13,000 of them on the average.

More than 2,000 others are engaged in the train service and in the railroad yards and in the engine houses.

There are other industries, smaller, of course, but which are running steadily in the Altoona zone of activities.

Altoona led all other cities in the Imperial state of Pennsylvania in increased wages paid workmen in local industries during the month of December, 1925, over November.

This statement is made on the authority of the statistics compiled by the Federal Reserve Bank of Philadelphia.

The increase in total wages paid in Altoona was 6.4 per cent.

The second city showed an increase of only 3.6 per cent.

Below this were the other cities in the commonwealth—Philadelphia, Williamsport, Scranton, Reading, Johnstown, York, Wilkes-Barre, Lancaster and Allentown.

In your campaign planning, you cannot afford to overlook Altoona.

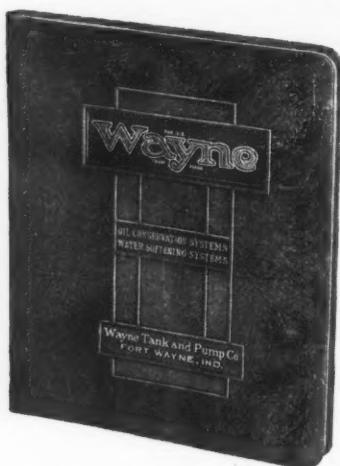


The ALTOONA MIRROR

ALTOONA, PA.

Business Direct

F. G. Pearce, *Advertising Manager*



Character!

YOUR catalog—fresh from the printer—reflects the character of your product and your house. But what impression does it make in the hands of your salesmen, or on your customer's desk, after a few weeks, or months, of rough usage? There's a great difference between the copies of the catalog you see, and the "dog-eared" actuality that works for you in the territory.

As an example of what can be accomplished in making your catalog permanent, keeping its character a tailor-made suit until actually worn out, note the illustration above of the Wayne Tank & Pump Company catalog cover. It was finished in LUX-ART which costs less. Lettering and panel are embossed in striking contrast to the rich two-toned brown leather background.

Without obligation on your part, our Creative Department will be glad to submit suggestions to you for improving the character of your Catalogs, Portfolios, Sample Lines, Boxes, Display Cases, Loose Leaf Covers—finished in LUX-ART. Just sign and return coupon below.

U.S.ART BINDER CO. 225-C-1 West Ohio Street CHICAGO, ILL.

Gentlemen: We are interested in receiving your ideas on the use of LUX-ART covers and binders in our marketing program for the coming year. Without obligation on our part send us complete information.

Name _____
Title _____
Company _____
Address _____



Why We Ditched the Jobbers

Selling Direct to Selected Dealers on Exclusive Agency Plan Boosts Profits and Sales

By L. J. Leininger

General Manager, Central City Chemical Company, Chicago

SIX thousand druggists, operating under an exclusive agency plan, are selling more merchandise for us than 30,000 dealers did when we sold through jobbers. After we decided two years ago to eliminate the jobber from our merchandising plan and to give each of the druggists handling our line a protected territory, business has grown more rapidly than it had in the previous twelve years we had been in business. And these results were secured with only one-fifth the dealers we had before the change in policy.

We have come to the conclusion that the only satisfactory way to obtain the wholehearted cooperation of dealers is through the agency plan. Where our line formerly was handled in every store which would put a few numbers in stock, now we either give our agency to the best druggist in a community or are satisfied to be without representation there. If we can't sign up the store we

want, we won't take the second best.

In return for a druggist's agreement to handle our line exclusively and maintain our resale prices, we guarantee to protect his territory and to keep the line away from grocery stores, butcher shops, small-town veterinarians and all other retail outlets. We sold through drug jobbers for a great many years. Before we could place the account with most of them, they insisted on our bringing in enough orders to prove there was a real demand for our products. After we had created the demand, through advertising and selling to retail stores, they simply filled the orders out of stock and did nothing to increase them. They also sold to every available store, whether it was equipped to handle the goods or not.

As a result the dealers took little interest in selling the line; to them it was just one among several hundred, and unless their customers asked for our goods by brand

names, they handed out the article which carried the longest profit for them.

The agency plan gets retail buyers going and coming. If they come in and ask for our goods, they are there for them; if they want a competitor's product, the druggist makes an effort to show them why they should buy ours in preference, and if they do not know what brand they want, they are given ours. In other words, our dealers are interested in selling the line which they represent exclusively and which will build up a permanent business for them.

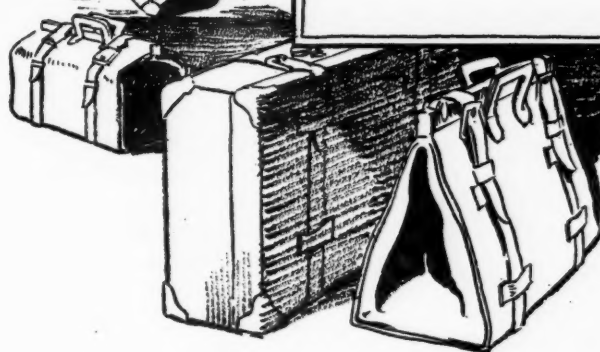
One of the biggest advantages of the plan is the incentive dealers have for using our display and advertising helps. When they stocked half a dozen different brands we had great difficulty in getting them to display our goods. They didn't want to spend their money advertising for every other store in town, and, leaving the question of quality out of the discussion, they had no reason for using our helps instead of those supplied by other manufacturers.

As soon as they became our exclusive agents, however, it seemed that we couldn't give them enough window display material, store cards and other advertising helps. They not only use what we send them, but they ask for more.

The first requirement, of course, is to have a quality line before putting it on an exclusive agency basis. Druggists are not going to recommend an inferior article to a group of customers they have spent a lifetime in building up. We spend 10 per cent of our sales for advertising. With advertisements appearing in dealers' home-town newspapers and carrying their names as agents, there is naturally a call for our goods. But regardless of whether customers ask for them by name, the dealer recommends them.

We have found the agency plan superior to promiscuous dealerships in each of the three fundamentals of retail selling. Dealers sell our line through their own sales efforts, through placing it in their windows and through inside display. In every department our goods come first with the dealers.

(Continued on page 383)



When your samples are on the road

YOUR salesmen's sample trunks travel with tons of other baggage. Time-pressed baggage handlers are not always careful, and transportation accidents are numerous. If you value your investment in samples, insure them against loss in transit, fire, theft and accident.

North America Commercial Travelers' Insurance is low-cost protection and carries with it an assurance of prompt and satisfactory settlement in the event of claim. You can place this protection on the trunks of an individual salesman or on your entire sample line.

Your own insurance agent can give you North America Commercial Travelers' Insurance. Send the coupon below for full information.

Insurance Company of North America PHILADELPHIA

Founded
1792



"The Oldest American Fire and Marine Insurance Company"

Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept X26

Name _____
Street _____
City _____ State _____
Wants information on Commercial Travelers' Baggage Insurance

Collection Campaign Cleans Up Old Accounts and Boosts Sales

Salesmen Turn Collectors in Successful Contest Which Makes Debtors Into Buyers When Old Accounts Are Paid in Full

By C. A. Netzhammer

Sales Manager, Northwestern Furniture Company, Milwaukee, Wisconsin

WE sell store fixtures to various types of merchants who must have fixtures to start in business. Many times the business of these new merchants does not come up to expectations and naturally payments on their store fixtures fall off.

In most instances we extend more time to these merchants rather than press them too closely. Occasionally we must grant them considerable time to pay their bills where the job runs into thousands of dollars. The last payment usually lapses longer than we expect it to.

Last November we found our books loaded with these past-due accounts, and we decided to put on a collection contest among our salesmen to bring in the outstanding balances.

Point System is Used

The prizes were awarded on a point system based on this plan:

1. Accounts fully collected *with interest to date*—11 points, plus 3 points for each month old.
2. Accounts fully collected—11 points, plus 2 points for each month old.
3. Accounts three-fourths collected—7 points, plus 3 points for each month old—*with interest to date*.
4. Accounts three-fourths collected—7 points, plus 2 points for each month old.
5. Accounts one-half collected *with interest to date*—4 points, plus 3 points for each month old.
6. Accounts one-half collected—4 points, plus 2 points for each month old.
7. Accounts one-fourth collected, *with interest to date*—2 points, plus 2 points for each month old.
8. Accounts one-fourth collected—2 points, plus 2 points for each month old.
9. For each written report in duplicate for customer's folder on form provided of reasons for not buying, properly executed—2 points.

We considered all accounts on the books for sixty days or longer as past due. Where an account had been closed by a note and the note had not been met, these balances also were subject to collection in the contest.

Every account to be collected was first assigned to the salesman who had made the sale. Where two men had sold the same customer, the account was given to the man in whose territory it was included.

The Contest Prizes

We also specified that after December 1, all balances still outstanding would be re-assigned by drawing by lot in the order of numbers assigned in the contest. If an uncollected account were drawn by the man who had failed to collect it, it was put back in the tray for re-drawing.

Of course it was necessary to specify that during the period of the contest, sales volume should not show a drop. We felt that in many instances the collection of these accounts would prove decidedly beneficial to salesmen who, having collected the unpaid amounts, would be free to sell their customers again. In fact, the plan actually worked out in this way; many delinquent customers gave the salesmen business after they had met their old obligations.

As prizes we awarded, to the man having the largest number of points, a trip to Chicago, Cincinnati, Toledo, and Detroit, or \$100 in cash. Other prizes, in the order of standing, were: \$75 savings account; \$60 Illinois watch; rhino grain traveling bag, value \$35; diamond scarf pin, value \$32.50.

To the man who collected the largest account we gave a watch

chain and knife. The man who collected the largest number of accounts regardless of the total volume, received a silver plated loving cup. A green gold cigarette case was the reward for the collection of the account longest overdue.

Demerits were charged as follows: where credit memorandums were necessary:

A. Class 1 and 2 accounts, $\frac{1}{4}$ point for each month old.

B. Class 3 and 4 accounts, $\frac{1}{2}$ point for each month old.

C. Class 5 and 6 accounts, $\frac{3}{4}$ point for each month old.

D. Class 7 and 8 accounts, 1 point for each month old.

All credit memorandums, as usual, were first subject to O. K. by the credit department.

E. For failure to hand in written report in duplicate on account assigned, within 24 hours after call, for customer's folder, on form provided, of reasons for not paying—5 points.

(Exceptions to this rule will be made when it can be shown that absence from the city made it impossible to comply.)

F. Bad checks will be charged back at the original credit, plus 1 point.

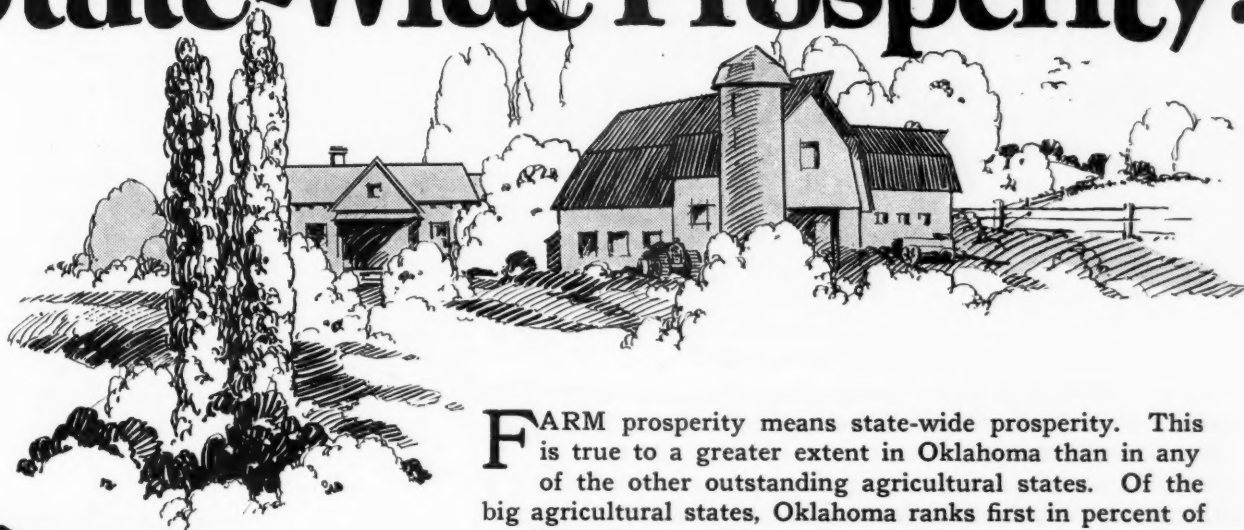
G. For loss of or failure to return folders within six days from time drawn from filing room—100 points.

Results of the Competition

A large chart was placed on the wall next to sales department in the form of a race track with cars placed at Milwaukee, the starting point, Cincinnati being final goal and then return by way of Toledo to Milwaukee. A chart for the pictures of salesmen holding first, second and third places from day to day was placed on the wall. As the salesmen collected accounts the points were figured each day and the pictures were changed as the points changed.

This chart created a good spirit of competition among salesmen and everyone in the organization.

Farm Prosperity Means State-Wide Prosperity!



Wealthy



•has a greater percent of rural population than each of the following big states:

TEXAS ILLINOIS
CALIFORNIA
IOWA KANSAS
MINNESOTA
MISSOURI OHIO
NEBRASKA

FARM prosperity means state-wide prosperity. This is true to a greater extent in Oklahoma than in any of the other outstanding agricultural states. Of the big agricultural states, Oklahoma ranks first in percent of rural population. Here you have the answer to the question, "How can I get volume sales in Oklahoma?" Go after farm sales, of course!

There is no better barometer of Oklahoma's prosperity than the income of Oklahoma farmers. Oklahoma farmers *are* the market, and as they prosper, so prospers this big state.

The real purchasing power of Oklahoma rests in the farm homes. Year after year Oklahoma's big plow crops, productive poultry and valuable live-stock yield enormous cash incomes to Oklahoma farmers.

To get volume sales in Oklahoma you must get farm sales. This being true, advertising in Oklahoma's only farm paper, the Oklahoma Farmer-Stockman, is imperative to the winning of the Oklahoma market. 162,572 farmers depend upon the Oklahoma Farmer-Stockman for necessary information on the peculiar farm problems that only Oklahoma farmers have to face.

This high reader interest among Oklahoma farmers enables you to shape their buying habits with ease . . . and at low cost!

Carl Williams
Editor

**The OKLAHOMA
FARMER-STOCKMAN**
Oklahoma City

Ralph Miller
Adv. Mgr.

E. KATZ SPECIAL ADVERTISING AGENCY

NEW YORK

CHICAGO

DETROIT

KANSAS CITY

ATLANTA

SAN FRANCISCO

SALES MANAGEMENT—MARCH 6, 1926

367

Any sales manager who deserves the title, will want to know all about Direct-Mail Advertising

IT'S the handiest, most valuable tool in the sales manager's kit—direct-mail advertising.

The sales manager who sends salesmen out to locate prospects (at a cost of several dollars a call) when direct-mail advertising will locate them for a few cents, is way behind the procession.

Direct-mail advertising will sell without the aid of salesmen—or it will help salesmen to sell two, five, ten times as much.

It is selling—not advertising

Direct-mail advertising is mis-named—it is really selling and belongs in the sales manager's department.

He may not plan it, direct it, or execute it, but it is the sales manager's job to see that this remarkable selling tool is used for the benefit of his company.

It's somebody's job to keep up-to-date on direct-mail

The MAILBAG, now in its tenth year, a recognized authority on direct-mail advertising, gives 10 to 14 articles a month on all phases of direct-mail advertising. It has over 10,000 subscribers, nearly half of whom are sales and advertising managers of manufacturing concerns.

The MAILBAG is concise, practical, easy to read, well illustrated and up to the minute. Many of the foremost direct-mail specialists in the country are regular contributors. No other advertising paper is like it. And it costs only one dollar a year—12 issues.*

The MAILBAG

626 Caxton Building, CLEVELAND

CLIP AND SEND THIS COUPON TODAY

THE MAILBAG PUBLISHING CO.
626 Caxton Bldg., Cleveland, Ohio.

Send me The MAILBAG for.....year.....

☐ Remittance enclosed.

☐ Send invoice.

Name.....

Address.....

City.....State.....

***Special—3 years for \$2.00**

The contest started off with a bang, one salesman taking the lead the very first day of the contest with 180 points to his credit.

The lead was held by the same salesman for more than two weeks. After that it was nip and tuck among the whole sales force. Interest was maintained at a high pitch throughout the entire contest, and several substantial orders were booked during this period. Under ordinary conditions these orders would never have been given to us.

As for the results: 3,305 points were run up by eleven men on the sales force, and 154 old accounts were collected. The largest account collected was for \$2,325. The largest number brought in by one man was 21½. One bill that had been standing since May, 1913, was collected. These results were regarded as highly satisfactory—not only because of the immediate cash the contest brought in, but because it gave the salesmen an appreciation of the credit problems of a business, and actually created many opportunities for new sales.

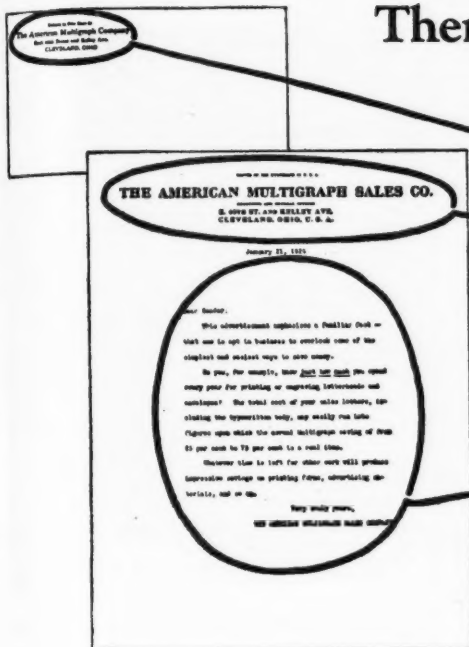
Direct Mail Men to Meet in Los Angeles

Preparations have been started in Los Angeles for the staging there of the ninth annual convention and exposition of the Direct Mail Advertising Association, on April 7-9, in the Ambassador Hotel.

This event is being "sold" to the nation by a direct mail advertising campaign. The first move of this campaign was made when 10,500 pieces of direct mail matter were sent out by the local committee.

The exposition sales committee, within five days, sold sixty-six booth spaces out of the total of 102 available, and there is every evidence that a record-breaking entry list and attendance will make the event successful.

Leading advertising men of the country will deliver addresses at the convention, and all lines connected with printing and direct mail advertising will be represented by exhibits.



There are **THREE** ways to save money on Sales Letters [not just one]—

1
2

PRINTING

The picture and description of the printing MULTIGRAPH (below) will make clear to you the fact that this is a real printing-press for high-speed, quantity production. Its users save very large sums of money annually on stationery alone—in addition to many other forms of sales literature.

3

TYPEWRITING

Again, quantity production at high speed is a big money saver. Not only the body of a form letter, but bulletins, house organs and report forms, etc., are produced at low cost. A variety of type faces gives opportunity for very attractive appearance.

Do the **WHOLE JOB** [not part of it] on **the printing MULTIGRAPH**

A High-Speed Press for Quantity Output

The Printing Multigraph is a high-speed rotary printing-press, power-driven. Equipment complete with typesetter occupies only about 4x8 feet. Feeds automatically. Feeder holds 5000 to 6000 sheets ordinary stock, any size from 3 x 3 to 11 x 14. Will take folded stock, cards, envelopes, etc. Machine prints direct from type or electrotypes with printing ink—colors if you wish. Saves 25% to 75% on a great range of printed matter for business or advertising use. Can also be used for form-letter work.

Other Multigraph models to suit the needs of any business. Ask for demonstration.

The American Multigraph Sales Co.
1832 E. 40th Street Cleveland, Ohio

This book will answer all your questions about cost, supplies, operation, uses, possible savings, experience of well-known users, etc. Just check and mail the coupon at the right.



Mail this coupon and learn new ways to save money
Mail With Your Letterhead to
THE AMERICAN MULTIGRAPH SALES CO.
1832 E. 40th St., Cleveland, Ohio
(Place check mark in square)

- ☐ Send me the book "Do Your Own Printing"
- ☐ Notify your nearest office to arrange for demonstration of your Printing-Multigraph on my work.

Name _____
Address _____
My Business is _____

S.M. 3-6-26

"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman
Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality
Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

Making the Buyer Want Quality
Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere
Illustrates the value of comparisons to force price into the background.

Getting the Full Price
Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter
How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale
Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

4660 Ravenswood Ave. 19 W. 44th St.
CHICAGO NEW YORK



This photo, used to illustrate a form letter, gave a real punch to the sales story.

Direct Mail That Gives Selling Points to Dealers

A DIRECT mail idea with a good sales "hook" in it was carried out recently by Valentine & Company, makers of Valspar enamels. They sent out to their dealers a single page processed letter, illustrated with a post-card size print of another of the famous Valspar boiling water and alcohol tests. The photograph used in the letter is reproduced above.

The letter was filled in with the name of the dealer to whom it was addressed, and the date, and it carried the following brief copy:

THE FAMOUS VALSPAR BOILING WATER AND ALCOHOL TEST

Last Saturday morning a group of our salesmen were discussing just what action boiling anti-freeze solution would have on a Valspar enameled car. You know that right now motorists have boiling over radiators to contend with and very often the finish is ruined.

Valentine & Company, being firm believers in the old Chinese saying that "One picture is worth a thousand words," staged a demonstration thirteen stories below the office in which this is being written, right down in Plymouth Court.

Ike Britton, the ever-faithful and accommodating man of allwork around the office, is pouring a boiling solution of half alcohol and half water over the Valspar enameled surface of a faithful Studebaker, while a group consisting of several hundred (we couldn't get them all on the picture) looked on with open mouthed amazement. It's the famous boiling water test, plus.

This picture and story may help you to make a sale at some time. At any rate, it gives you something new to talk about.

P.S. Of course the glorifying Valspar Enamel was unharmed.

The picture was tipped on between the third and fourth paragraphs.

This is a good example of the kind of direct mail advertising which not only stimulates and maintains the interest of the dealer in a manufacturer's product, but gives him something to use with every customer he sells.

Four New Accounts for John S. King

Recent additions to the list of accounts handled by the John S. King Company, Inc., of Cleveland, include the following: The Vreelands, Cleveland, manufacturers of "Hairerbs"; the Clarence H. Collings Company, Cleveland, marble tiles; the Independent Nurseries, Independence, Ohio, shrubbery, water lilies, tropical fish, etc., and the Cleveland Household Supply Company, of Cleveland, distributor of Cleveland chinaware.

The King Company is now installed in its new offices at Carnegie Hall, 1220 Huron Road, Cleveland.

Advertising Helps Cut Marketing Costs

National advertising is a contributing factor in the reduction of marketing costs and, indirectly, in the reduction of prices, according to the report made by a special committee at the general meeting of the National Distribution Conference held in Washington recently under the auspices of the Chamber of Commerce of the United States. The survey of the Market Analysis, Advertising and Advertising Mediums was made by a committee consisting of business men, economists and advertising men.

The committee lists the following advantageous effects of proper advertising: (1) Decreasing the costs of selling; (2) lowering the cost of production on account of increased volume; (3) lowering prices to consumers and thereby raising the standards of living; and (4) as a by-product, aiding in the education of the general public.

Fifty Years of Service on Indianapolis News

William T. Ellis, assistant superintendent of the composing room of The Indianapolis News, celebrated fifty years of continuous service with The News on February 15. He was awarded the first diamond button, symbolic of a half century of service, ever awarded by The News. Mr. Ellis had missed just three weeks from duty, exclusive of vacations, in fifty years. He is 70 years old.

The Northland Blue Fox Farms, of Manitowoc, Wisconsin, have appointed the Frank B. White Company, Chicago, as their sales and advertising counselors. Magazines and direct mail service are to be used.

The Buchen Company, of Chicago, has been appointed to handle the advertising of the Kalman Steel Company, manufacturer of steel bars for concrete reinforcing, accessories, steel forms, etc.

Tax Reductions Release Millions

People in this country will have \$381,000,000 more to spend in 1926 than they had in 1925, when the proposed reduction in taxes is carried into effect. With Senate and House conferees agreeing on this reduction, it seems unlikely that any further delays will affect its adoption.

Among the outstanding changes to be made from the existing laws are the revised income, both individual and corporate, and estate taxes; the repeal of the publicity provisions, revision of the oil depletion allowance, repeal of the gift tax, increased exemption on admission taxes, cut in the automobile tax to 3 per cent on passenger cars and the repeal of the tax on trucks, tires, parts and accessories of all kinds.

Industrial Engineers to Meet in June

The thirteenth national convention of the Society of Industrial Engineering will be held at the Bellevue-Stratford Hotel in Philadelphia June 16-18, according to the recent announcement of Geo. C. Dent, executive secretary. All the papers and discussions will deal with practical methods for eliminating wastes, with one session devoted to wastes in distribution. The program is being arranged to cover all departments of a manufacturing business.

John S. King Company Elects Officers

The John S. King Company, Inc., Cleveland advertising agency, recently elected the following officers for the coming year: J. S. King, president; C. A. Brinkman, first vice president; K. L. Ede, second vice president; John E. Wiley, secretary, and Edward King, treasurer. The company recently moved into new offices in Carnegie Hall, Cleveland.

Dorrance, Sullivan & Company, 130 West 42nd Street, New York, are placing schedules covering eighteen weeks of advertising for George W. Childs Cigars, account of American Cigar Company, in cities and towns throughout the United States represented by distributors.

Retailers War on Payment Plans

State and district conventions of retail clothiers held in February were marked by vigorous discussions of the "ten-pay" plan being adopted by some retail clothiers in various cities. The plan permits a customer to buy a suit or overcoat for a small down payment, and weekly payments thereafter for ten weeks.

Retail associations in Missouri and New Jersey went on record as vigorously opposing the plan. The Massachusetts association applauded an address by William Nelson Taft, who opposed the payment plan, asserting that it did not increase a store's trading radius, even though it might increase volume. He cited Portland, Oregon, as an example of what the "ten-pay" plan had done. One store started with a ten-pay plan, another raised it to twelve payments, and then another to fifteen payments. Now the situation has reached the point of "No payment down, make your own terms."

The Iowa association discussed the "ten-pay" plan without expressing any formal opposition to it, although the consensus of opinion was that the plan was a dangerous one unless the dealer was prepared to go into it thoroughly, with a well systematized plan for investigating credits and following up collections.

Bank Debits Show Gain Over 1925

Debits to individual accounts, as reported to the Federal Reserve Board for banks in leading cities of the country, for the week ending February 10, 1926, showed an increase of \$70,000,000, or 7.7 per cent, over the week ending February 11, 1925. Increases were reported in most of the more important centers, the largest being as follows: New York City, \$471,000,000; San Francisco, \$134,000,000; Chicago, \$107,000,000; Philadelphia, \$55,000,000; Los Angeles, \$26,000,000, and that of Detroit, \$22,000,000.

Advertising Trends in Twenty-two Lines of Business

(Continued from page 323)

Ivory Soap accomplished a similar result in some of their advertising, as illustrated in their double spread in four colors, the second installment of "Life and Letters of Ivory Soap," which they pronounce their best advertisement of a year. A character oil by a good painter was the leading illustration. A ghost story in the copy was followed by yarns and letters, amusing and interesting, from the pages of Ivory.

Those who scorn the use of long copy in institutional advertising

will be especially interested in this specimen chosen from the best of the best.

More than 70 per cent of the advertisements assembled in this investigation are educational and institutional. Comparatively few are aimed at inquiries. The scramble for inquiries is still on the decline. Most campaigns are designed to build sales for the months ahead, rather than for today.

However, some companies continue to get their salesmen's leads

largely through advertising inquiries, and in these cases the tendency is to get down to a single point of appeal rather than general solicitations. To illustrate, take the case of the Minneapolis Heat Regulator Company, who submit an advertisement that brought 380 inquiries from one insertion in an eastern newspaper, the highest number pulled by any single advertisement of the year.

The advertisement was entitled, "Why Is This Clock on the Minneapolis Heat Regulator?" An

Advertising Appropriations of Representative Companies by Lines of Business

How leading companies split up their advertising appropriation is shown by this tabulation of figures furnished for comparative purposes with the understanding that the identity of companies cooperating would not be disclosed. These apparently representative figures have been selected from the appropriation data furnished by several hundred companies.

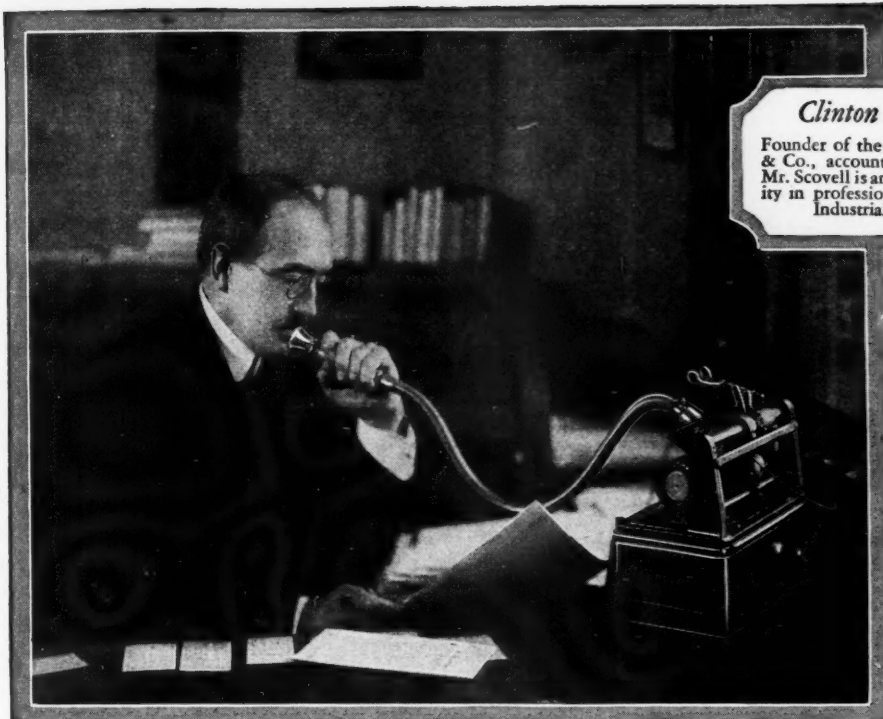
Line of Business	Per Cent of Advertising to Sales	Administrative	Newspapers	Magazines	Outdoor	Trade Papers	Business Magazines	Novelties	Directories	Dealer Helps	Business Shows	College Publications	Engraving and Art Work	Sampling	Direct Mail, Catalogs, House Organs, Printing	Miscellaneous
Paint and Varnish	2	5	3	40		5	1	.5		40				.5	5	
Toilet Soap	7.5		20		12	.5		30	.5	8			1	25		3
Office Appliances	4	11		50					1				4		34	
Lubricating Oil	8.72	6.99	13.68	33.44	8.04	1.82		.30		31.01	.76		1.36			2.60
Proprietary Medicines	9.5	10.3	40.6	3.5	5.8	.1				2.2			.6	6.2		30.7
Bed Spring	5	5	1	55	3	10				20	1		5			
Rubber Manufacturing						10		10	5	34		1	30	10		
Toy Manufacturing	10	5		50		10			1	25	5		4			
Book Publishers	15	10	38	19		5.5	2			7			1.5	9		8
Paper Manufacturing	5	6				6				10			2.5	75.5		
Musical Instruments	5		60	10	5	10				10			5			
Confectionery	5		36.3	10.2		1.2				34.3	.6				5.3	12.1
Garden Seed	5	10	12.5	12.5		5			2	1					57	
Hardware Manufacturing	2	20		45		10		5		10	10					
Wall Board	10.2	8.2	.25	48		4.55				12.85	.35		5.5	7.5		12.8
Automobile Bumpers	4.62		39			10								5	46	
Wire Fencing	1.5	15		50		6		1	1	18	1	1	5	2		
Beverages	15	8	20	12	25					25			5			5
Electric Tools	6	8		40		15		1		3	3		10		20	
Radio Sets	7		25	20		5				15	5		10	2	15	3
Knitted Underwear	4	12		35	9	2				35			7			
Men's Shoes	6.67	4		63		4		.5		15	3		10			.5
Water Heaters	7	1	28	37		5			1	21			7			
Women's Hosiery	5	3.3	8	60.4	6				.8	7.5			4.3		5.4	4.3
Soda Fountains	10	8	2	10		50				15			15			
Vacuum Cleaners	10	8	23	23		5				36	1		1.5			2.5
Boys' Clothing	2.6	4.5		50						25					12	8.5
Jewelry Manufacturing	7	4.2		40		7		1.4		21	1		22		3.4	
Fountain Pens	15	.4	24	45	1.5	.5				15		3	7			
Motor Trucks	3	10	10	10		5		1		9	10		10		35	
Automobiles	3	1.8	41	32	3	3.7				4.5			6			8

What's Wrong With Shorthand?

Executives say:—

"I'm forced to cut dictation short."
 "If she could only take it as fast as I think."
 "She can't help me with other things."
 "If I could only dictate while it's fresh in my mind."
 "Out sick, so my letters have to wait."
 "It's the 'ring and wait' system."
 "Pshaw! she's gone. I'll have to wait till tomorrow."
 "She can't get out all she's taken."

That's enough! I'll send in the coupon below on general principles.



Clinton H. Scovell

Founder of the Scovell, Wellington & Co., accountants and engineers. Mr. Scovell is an outstanding authority in professional Accounting and Industrial Engineering.

What's Wrong With Shorthand?

Secretaries say:—

"I'm 10% secretary and 90% slave to my notebook."
 "I'm nothing but a bell hop."
 "Nothing doing till 3 and then two days' work."
 "No one else can read my notes."
 "Hours wasted while he's in conference."
 "Yes, I do mind staying late."
 "Those awful waits while he chats over the 'phone."
 "He talks so fast I'll be getting writer's cramp soon."

That's enough! I'll show him this trial offer right now.

He couldn't put *himself* on paper—with shorthand

How much more of himself does a man get into Dictaphoned letters than into cut-and-dried shorthand letters?

Read this story of Clinton H. Scovell—and you'll take advantage of our coupon offer!

NOTHING short of phenomenal—the growth of Scovell, Wellington & Co. Practically a one-man concern in 1910. Today a leader in the field of auditing, industrial engineering and constructive accounting, with offices in Boston, Springfield, Mass., New York, Syracuse, Cleveland and Chicago.

Scovell, Wellington & Co. has successfully combined a wide range of services—auditing and special investigations, tax service, cost accounting, production planning, wage payment plans, budgetary control coordinating production and sales.

Behind this rapid expansion we see the figure of Clinton H. Scovell. Alert, dynamic, Mr. Scovell puts the stamp of his personality on every phase of his organization and its broad service.



Lillian Locke

Mr. Scovell's secretary, says, "The Dictaphone gave me time to show I had executive ability as well as fingers!"

"Clearer, more vivid, more forceful expression! That's one great merit of the dictating machine in my opinion," says Mr. Scovell. "Talking into The Dictaphone, I can put myself on paper as I never could when I was held back by a pencil in the hands of a stenographer!"

"I can dictate as fast as I like, and whenever I like. The work of

our firm, largely out of our offices and out of town, requires that long professional reports and much of our correspondence be dictated nights and out of regular hours. This makes The Dictaphone an essential. Shorthand has been done away with in our offices, which are all liberally provided with Dictaphone equipment."

Does Mr. Scovell's secretary, Miss Locke, like the change? "I'd never go back to the old shorthand days," she says. "Writing letters *twice*! Held up by every telephone call! Today I'm practically Mr. Scovell's personal representative. The use which Mr. Scovell and I make of The Dictaphone gives me time to show that I have executive ability as well as fingers."

Dictaphone Sales Corp.,
 154 Nassau St.,
 New York City

MAIL WITH YOUR LETTERHEAD

phone. Mail me FREE copy of your booklet, "What's Wrong With Shorthand?"

I am a Secretary ☐ Executive ☐ (Check One)

☐ Please notify your nearest office to lend me a New Model 10 to try. I understand that this loan involves no expense or obligation.

DICTATE TO THE DICTAPHONE

REG. U. S. PAT. OFF.

and double your ability to get things done

We Repeat— Get The Facts About Brooklyn

In the last two years, all circulation and advertising records of Brooklyn papers have undergone great changes.

Circulation

	Brooklyn Times	2nd Paper	3rd Paper
Apr. 1, 1924	37,637	67,553	71,187
Oct. 1, 1924	57,269	69,102	67,365
Apr. 1, 1925	65,471	72,493	64,339
Oct. 1, 1925	80,081	71,912	61,742
	Gain 42,444	Gain 4,359	Loss 9,445

Thus, The Brooklyn Times, with a gain of 42,444, now has the largest net paid circulation in Brooklyn.

The last A. B. C. circulation statement, which included nine months of 1924, was made March 30, 1925.

The next A. B. C. statement will be made March 30, 1926. The Brooklyn Times awaits its publication with pride.

Lineage

During the year 1925, advertising kept pace with circulation.

The Times gained 559,156

The Eagle gained 58,520

The Standard Union lost .909,786

And the January, 1926, gain of the Times was 183,646—or approximately one-third of the entire 1925 gain.

Sales Managers even though they are not as interested in circulation and lineage as publishers are, owe it to their successful development of sales in Brooklyn to know these facts.

Brooklyn Daily Times

Member A. B. C.

Foreign Representatives

Lorenzen & Thompson, Inc.

New York Chicago
San Francisco Seattle

illustration showed the clock attached to the regulator. The copy gave a straightforward discussion of how the clock controls the heat. A coupon invited further consideration. No tricks; no stunts; no brass band. Just a forceful combination aimed at only the people the company wanted to reach. Result, a minimum of curiosity seekers.

The treasurer of the company points out that the advertisement is not judged solely on inquiries either. In speaking of the reason it was selected as the best advertisement, he says: "The obvious reason—but one which is not particularly important with us—is that it produced the largest number of inquiries. However, as the

proportion of inquiries we receive is comparatively small, this is hardly an indication. It did, however, have that undefinable 'feel' that means success. Its indirect results were very extensive."

Hundreds of similar outstanding successes could be cited from the Dartnell collection of best advertising of the year. These have been chosen for presentation here because they are typical of the new developments and tendencies in advertising of today. They show the trend toward institutional and educational advertising; they call attention to new ideas and plans behind the greatest advertisements of today; they show how leaders are taking advantage of today to build for tomorrow.

What Makes a Salesman Go

(Continued from page 328)

because of his age and experience he should be able to make more sales with fewer calls, that he must prove to himself and others that he was no failure. His misfortune in his previous business had been due to circumstances; now he would show 'em what he could do. He is with us still and is doing good work.

A former office worker developed tuberculosis and came to us for outside work. In his case I continually emphasized the necessity of his regaining his health, getting his affairs in shape so he could go to the woods and rough it for awhile without having to worry over anything. He made about \$15,000 during the first half of last year and is now doing well where he went in search of health, although he hasn't fully recovered yet.

One of our salesmen developed tuberculosis and had to go away, leaving a wife and child here. His wife came to me a few weeks ago and asked whether she could take up his work and carry it on while he was recovering. I told her that with the incentive she had, I believed she could and she has. She has earned about \$1,500 in commissions during the past six weeks.

I keep telling her what a fine thing it is she is doing and she is making a splendid success.

Selling real estate in a competitive market such as this isn't easy, by any means, and I tell the prospective salesman so. I even exaggerate the difficulties. Then if the prospect does take the job, he is prepared to meet the difficulties because he is expecting them.

There is also a tendency on the part of those who take up real estate to look upon their employment as only temporary, a stop-gap between salaried jobs. This I undertake to forestall from the beginning by emphasizing the fact that selling is a profession and that one who takes it up should remain permanently in the work. The longer one does so, I point out, the more successful he becomes, because of his greater experience and because of the clientele he continuously builds up as he goes along.

The incentive, though, is the greatest thing, because one who has an adequate incentive and keeps it constantly before him will be successful, and the successful salesmen are not the ones who float around from one job to another.

Do Private Printing Plants Pay?

(Continued from page 334)

enough color work to take one month out of every year, and then the men who were on that job must turn to something else.

Costs in the average private plant are kept loosely, if at all. Several plants have been operating in the sincere belief that they were saving money, but when costs were checked up with those of outside concerns, it was found it cost them more to do the work than to buy it.

Why Private Ventures Fail

Even in the matter of service, private plants have little to recommend them. A private plant prides itself upon its ability to get out rush jobs on time, disregarding the fact that other jobs must be pushed aside, regardless of expense. The linotype operator must stop what he is doing, put a new magazine in the machine and then change back again for the original job. The pressmen must take forms off the press before the run is completed, they must handle the make-ready on the rush forms and then again on the first ones, and usually the ink on the rollers must be changed. Such jobs are so expensive that exclusive printing shops will not attempt them, yet private plants do that sort of work under the impression they are saving money.

The consensus among the concerns who have discontinued their own printing departments supplies these four important reasons why they have not been profitable investments: (1) Printing is too highly specialized to be handled on a "side-line" basis—a limited number of printers cannot perform every operation efficiently; (2) the equipment required for quality work is too expensive for a limited volume; (3) the volume is not distributed evenly, resulting in peaks and depressions in the production of printing; and, (4) printing can be purchased more cheaply from specialists than it can be produced by a firm engaged primarily in another business.

From a Man who KNOWS!

Mr. D. M. Emery,
Monroe Letterhead Corp.,
Huntsville, Alabama.

Dear Mr. Emery:

Despite the fact that I have been using an attractive steel dye engraved letterhead, I was interested in having you people submit a new three-color, printed design for me. When you submitted the sketch, I was convinced that careful thought was applied in the analysis of my problem.

Huntsville is a long way from Minneapolis, yet, in spite of this fact, you have worked as closely with me as if you had been around the corner. The finished letterhead, which reached me this morning, is satisfactory in every detail. The longer I look at it, the better I like it, and the more convinced I am that I was wise in going to a specialized house for a specialized job.

Letters, as I analyze them, show three great weaknesses; letterhead design, paper stock, and letter copy. You people are doing a constructive work in distinctly improving the first, and suggesting improvements for the second. Steady improvement in these two things will automatically improve the third, because the dictator will attempt to make his copy more fitting for the rest of the picture.

I want to congratulate you on this letterhead and the pains which you have taken in working it out for me.

Yours very cordially,

S. R. Stauffer
LETTER COUNSELLOR

S. R. STAUFFER,
Letter Counsellor,
601 Wilma Building,
Minneapolis, Minn.

WE might add more. But the fellow who pays for MONROE LETTERHEADS KNOWS!

Let us send you a copy of the unique Letterhead we produced for Mr. Stauffer. We'll include our Portfolio of Business-Building Letterheads also

Write for it today. No obligation

MONROE LETTERHEAD CORPORATION

Letterheads Exclusively

1001 Green Street

Huntsville, Ala.

SALESMEN WANTED

We can, at the present time, add to our sales organization, Staff Representatives in several of the sales centers through the country. We are seeking the services of wide-awake, energetic men—not necessarily experienced salesmen, but men who have the personality and ability to talk WITH sales and advertising executives. It is not necessary that you should have had experience in our business, but YOU MUST HAVE the ability and disposition to work. We can put the right man in the way of earning a good living from the start; good men have earned and are earning \$5,000 and even more per year. You would have this chance with an excellent opportunity to increase it as you develop. Ours is a straight commission compensation plan, but with cooperation which enables you to produce a satisfying, immediate revenue. Address,

THE DARTNELL CORPORATION

Sales Dept. 4660 RAVENSWOOD AVE., CHICAGO



EDITORIAL COMMENT



The Concerted Drive Against American Exporters

According to Dr. Julius Klein, director of foreign and domestic commerce of the Department of Commerce, every one of our overseas rivals has launched a drive against our export markets. Pressure is already being felt, he says, in many foreign markets, especially in Latin-America and the Far East. With the rehabilitation of European industry this drive against American products in export markets will increase instead of weaken.

American exporters are not inclined to do as thorough a job of marketing as our overseas rivals. When the German organization which corresponds to our General Electric Company, decided to enter South American markets, before 1914, they spent several years and \$250,000 in learning just how to pack merchandise, how to write letters, and how to make their merchandise conform with the needs of the countries they expected to develop. While the war disrupted all plans, the thoroughness with which the markets were investigated shows what American exporters must face when Germany and other European industrial companies re-enter the export market on a big scale.

Dr. Klein says that too many American manufacturers expect the department to help them with problems which they should solve themselves. All of which shows that we fail to take exporting seriously enough. Who would expect a government department to tell us how to sell in this country? By the same token, we can't expect too much of the government in export selling. We must get the facts first-hand, and with a thoroughness which will enable us to compete with the meticulous thoroughness of British and German exporters.

We All Need More of This Brand of Discipline

Five of the best district managers in a certain sales organization were trained by the Buffalo branch manager. Three of them started as office boys, and two as salesmen. No other branch manager has had the honor of seeing more than one of his men promoted to district managerships. All of the salesmen in the organization know of this Buffalo branch manager and repeatedly make determined efforts to be transferred to the Buffalo territory. He always has from ten to twenty men on the waiting list for any vacancy.

Yet this Buffalo man is known far and wide as a slave driver. His own men affectionately call him that. He is a strict disciplinarian; his men must work like Trojans. Time and again the Buffalo branch walks away with contest honors, the president's trophy, and other evidences of unusual salesmanship. Competitors are said to hire this branch manager's men without references, or any information than that they worked for old "J. W. H.", as he is known in trade circles.

Asked why his men were so loyal, why he was so strict, and why he picked so many winners, he said: "I have never hired a man until I knew he was worth fighting for—and so it naturally follows that he will fight for me. All of my men know I work as hard as I ask them to, and they know they only have to do their best—that there will be no sarcasm hurled at the man who does his best—even if he fails."

How Fast Can Your Sales Department Move?

A big manufacturer in Cleveland recently made a change in a jobbing account in Chicago. The account was worth several hundred thousand dollars in annual sales. Six hours after the change was announced, all salesmen from Cleveland to Denver were on their way to Chicago to lay down a barrage on the dealers of the former jobber. The idea was to switch these dealers to the new jobber. How successful these salesmen were remains to be seen, but the plan has been successful elsewhere and will no doubt succeed in Chicago.

What an excellent illustration of the strategies of modern selling! There is no time to watch and wait these days. Every department of the sales organization should be organized for quick action. Some of these salesmen were roused out of beds at midnight by long distance calls and were on their way to Chicago before daylight. Only the dead business is hum-drum these days. Nothing could be more dramatic than this marshaling of forces for a pitched battle.

No organization of this kind can go stale. Such campaigns test the mettle of men—show up the laggards, develop executives, unearth unsuspected talent. Sensational stunts, bombastic methods merely for the sake of creating a stir, seldom accomplish anything, but a piece of sales strategy such as this keeps an organization on its toes.

"We can reach them *effectively and consistently through the use of SALES MANAGEMENT"

*5031 Sales Managers
1503 Presidents and Owners
665 Vice-Presidents
946 Secretaries and Treasurers
357 General Managers
452 Advertising Managers
10750 Firms Which Advertise

So Mr. George Morris has again bought the 26 Back Covers of SALES MANAGEMENT for the Chicago Tribune during 1926

The Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

November 17, 1925.

Sales Management,
4660 Ravenswood Av.,
Chicago, Illinois.

Gentlemen:

The Chicago Tribune signed the first advertising contract for space in Sales Management. When the character of this publication was brought to our attention, we were glad of the opportunity to address our message to sales managers.

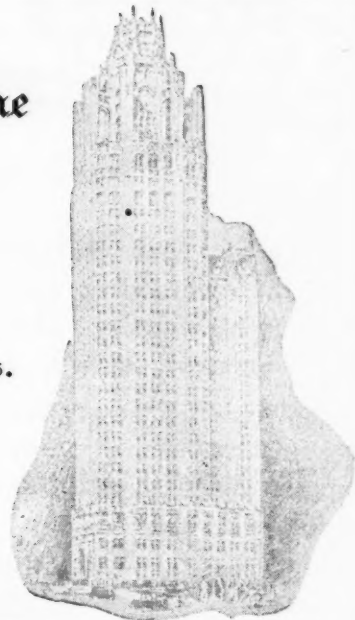
We have long realized that the great power of The Chicago Tribune as an advertising medium is to create consumer demand — to increase sales. We believe, therefore, that our advertising is of particular interest to sales managers and that we can reach them effectively and consistently through the use of Sales Management.

Sincerely yours,

THE TRIBUNE COMPANY.

George Morris

Manager of Publicity.



SALES MANAGEMENT HAS MORE SALES EXECUTIVE SUBSCRIBERS THAN THE THREE OTHER SALES AND ADVERTISING JOURNALS COMBINED



It has been estimated that ninety per cent of commodity purchases are made or decided by women. Men may earn but it is the women who spend.

This ninety per cent is the dominant factor in sales volume. Advertising that reaches women contacts with the real national buying force.

Especially true is this on the farm where women are actual business partners. What farm women have earned with pains they spend with discretion. They shop carefully both personally and through the printed pages.

Farm cash income this year is nearly nine billion dollars. Much of this money will pass through women's hands.

The direct approach is through the one magazine that is edited especially for farm women. Buying habits in more than 800,000 farm homes are influenced monthly by

THE FARMER'S WIFE

A Magazine for Farm Women
WEBB PUBLISHING COMPANY

Publishers
Saint Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois



Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Members Audit Bureau of Circulation

The Salesmen Who Almost Succeed

(Continued from page 326)

stuff is just hosiery, no better than what we have."

The salesman tried to interest the buyer in the company's advertising and promotion plans, the advertising, the factory back of the goods. But the buyer didn't bother to listen. He wasn't interested. Finally, the buyer in exasperation at the salesman's persistence, asked the salesman if he would like to call on the president of the company. The remark was intended only as sarcasm, but the salesman snapped it up and begged permission to see the president.

Rather than back down, the buyer took him up to the president's office. For two hours the salesman talked to the president, outlining the company's sales policies, its advertising plans, manufacturing facilities and detailing some plans for increasing the store's hosiery sales. Finally the president sent for the hosiery buyer.

"Did you see this man's line?" he asked the buyer, who admitted that he had looked at the line, but found nothing unusual in it so far as values were concerned.

The Sales Manager's Job

"Did you listen to the plans he outlined?" The buyer said he didn't pay much attention to the salesman's talk about his company. "They all talk that way," the buyer commented.

After the buyer left the office, the salesman explained in more detail what his company could do for this store. Finally the president was convinced and sent down an order for the buyer to put in the line, install a separate department, and use all of the company's promotion material. The president had not even looked at the merchandise. He wasn't interested in that, for he took it for granted that a company which had studied the merchandising problems of the hosiery business as thoroughly as that salesman's company had, would surely have good

merchandise. The salesman had sold the plan behind the goods.

Today's competition demands that the selling plan be devised by the keenest brains in the business, rather than by the salesmen. It is no longer safe to let the salesman prepare his own selling plans. That is a matter for the "general staff," not the privates.

Failure to prepare the plans, as a general would prepare the battle plans for a siege, is the reason why so many salesmen never rise above mediocrity. It is the sales manager's fault. The sales manager sits at his desk and wonders why the prospects turn his men away with a wave of the hand. Meanwhile a competitor's salesmen are presenting a real selling plan—or presenting their proposition in a way that has been studied and outlined by the brainiest men in the company—instead of making a haphazard presentation according to their own limited experience.

If you have men who are in the "also ran" class, who always seem to fall a little short of real achievement, it is possible that you are expecting them to devise from their own limited experience, a sales plan—a method of attack—which will successfully compete with another salesman's plan which has been worked out through the combined efforts of the president of his company, the sales heads, factory executives, advertising counsel and sales promotion manager.

Real Estate Men Fight Waste in Building

The National Association of Real Estate Boards, with the cooperation of other national bodies having to do with architecture, building or the financing of construction, during the coming year proposes to set up specific standards for building which will help eliminate the waste and economic loss now occasioned by "jerry" construction. Seven national associations or institutions already have accepted the invitation of the real estate body to form a national committee for the formulation of such standards, particularly for dwellings.

Pay me *after* you get results—not *before*

I am the only man to my knowledge, who prepares sales campaigns on a pay-after-results basis. I will accept only 12 accounts during 1926. I charge a moderate retainer if I accept the account. Beyond this nominal retainer I make no service charge until definite, previously predetermined sales results have been won.

If I get the results specified in advance, you pay me a specified-in-advance bonus. If I don't—you pay me nothing. That is as it should be, for since you pay a salesman on the basis of what he produces—why not pay for the preparation of sales plans and literature on the same basis.

How much more sales can you handle?

If you have a good product or proposition that is not just now getting its full share of present prosperity and can handle more sales—I'd like to talk with you.

My business is to increase sales; get better results in less time and at less cost. What methods I employ to bring about the unusual results I am achieving, is incidental. What you want to know is how much of an increase in sales can I accomplish for your business and at what cost. I can tell you after an analysis of your problem.

A N.Y. store asked me to get them 5,000 charge accounts. I got them 9,000. They figured it would cost \$25,000 and take four months. I did it in one visit by mail on 30,000 prospects at a cost under \$4,000, and inside four weeks.

A manufacturer, sixteen months ago, came to me with less than a dozen jobbers—about 200 dealers. Today he has over 500 jobbers and 100 times as many dealers. How was it done? Written salesmanship and good merchandizing ideas. Think it over.

Edward H. Schulze

"More Sales with Less Cost"

285 Madison Ave.

New York City

If Your Business

needs advertising—and your plans include leaflets, folders, broadsides or catalogues, ask us to show you samples of our quality advertising printing. You may get the "hunch" that ours is the creative printing plant that you have been looking for.

Telephones Harrison 6848, 6849, 6850, 6851

RATHBUN-GRANT-HELLER COMPANY
725 SOUTH WELLS STREET CHICAGO, ILLINOIS

A roar of triumph out of Texas

Texas newspapers are telling of their gains. The welkin rings, and echo answers 'rah for us.

At this writing three broadsides have come to us at The Dallas News, from widely scattered points in our great state, each claiming first 1925 honors for its particular daddy.

We wonder what the folks in the bright bourne we vaguely term the "North 'n East" think of our Southwest, anyhow.

We are making a virtue of our blessing. Why shouldn't we gain? Texas has been at the very forefront of America's brilliant pageant of prosperity for three years now.

The Texas newspaper that did not make at least a five or six per cent space-gain last year was unworthy of its opportunity.

Give The News a pat or two for its almost-a-million-line gain, will you—you who make a fetish of such things?

And then forget it?

Speed the day when newspapers will be judged by the volume of business they reject.

When lineage volume ceases to be a talking-point for advertising

salesmen the standards of advertising and publishing practice will move upwards.

It is time advertisers asked their publishers *what kind of company, and not how much* company their messages will be required to keep!

From the advertising-quality standpoint, as well as the newspaper-quality standpoint, The Dallas News is Texas' master-medium.

It carries more advertising of high-class things than other papers do, for two reasons.

First because it reaches more people who want, and can buy, high-class things.

And second because its policy keeps its columns safe for high-class advertising; safe from the sort of stuff that lessens readers' faith.



*Dallas is the door to Texas
The News is the key to Dallas*

The Dallas Morning News



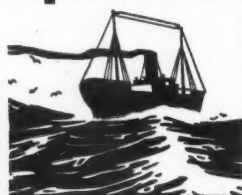
House Organs

We are producers of some of the oldest and most successful house organs in the country. Edited and printed in lots of 250 to 25,000 at 5 to 15 cents per name per month. Write for a copy of THE WILLIAM FEATHER MAGAZINE.

We produce
The Nopco Way Magazine

The William Feather Company
611 Caxton Building Cleveland, Ohio

Spanish Printing



or Portuguese for South American trade. Send us your English copy—we translate and print. 30 years experience Foreign language printing.

JOBSON PRINTING CO.

Incorporated
647 W. Hill St. Louisville, Ky.
"Our Printing Will Please You"

Salesmen or Order Takers?

(Continued from page 354)

recognized as lighting experts. They can discuss color, decoration and wiring problems with dealers and contractors in an informational manner, and the result of their training is being shown in increased volume.

I believe that a personal letter now and then from the manufacturer's sales manager direct to the jobber's salesman would be received with a welcome and would do considerable good. I, for one, would be delighted to have manufacturers write direct to the men, provided matters of costs and profits were not discussed. Up-to-the-minute sales information can be used to great advantage, and a finer degree of fellowship between the manufacturer and the jobber's salesman naturally makes for more business all around. I know that our men would take kindly to the personal letter idea and any manufacturer who wants to start such a plan will get my hearty cooperation.

Jobbers' Salesmen Need Help

It is doubtful whether a manufacturer can do too much in the way of contacting with jobbers' salesmen, and very few of them in our field seem to be doing half enough. A strong feature of a manufacturer's house organ or letter to a jobber's salesman should be a snappy column under some such heading as, "Do You Know That—," which would discuss distinctive qualities in the construction of the company's product which can be used in a sales talk.

Joseph D. Sampson, sales promotion manager of the Benjamin Electric Company, says that his concern spends many thousands of dollars yearly in getting its sales messages direct to jobbers' salesmen. Their house organ, The Benjamin Reflector, is published in the interests of such salesmen and the company's field men always make it a point to cultivate the personal friendship of as many of them as possible. There are a few

other concerns which are doing similar work along this line, and those who do, know that this form of cooperation brings fine results and is appreciated by the jobbers' salesmen.

It is considerably more to the manufacturer's interest than to the jobber's to see to it that salesmen are fully acquainted with his products. At our sales meetings we can tell our salesmen enough of the selling features of each line so that they can go out and sell them intelligently, but they will take the greatest interest in the line they know the most about. Quite obviously, with 200 manufacturers to represent, the salesman can't devote a great deal of time to an individual line; he must have a personal incentive for giving one article more attention than others, and the one he places first is the one he has been most familiar with.

There are a great many electrical jobbing houses in Chicago selling the same lines at about the same prices and with the same service and delivery qualifications. It follows, then, that the retailer will buy from the man who knows the most about the product.

Eddy & Clark to Handle India Rubber Account

Advertising of the India Tire & Rubber Company, of Akron, Ohio, has been placed with Eddy & Clark, Inc., also of Akron.

J. B. Mills, who formerly handled sales promotion for the India organization, was made special factory representative. All advertising matters previously handled by Mr. Mills are now under the direction of J. N. Dunlevy, who becomes advertising manager.

"Providing our company has not already renewed its subscription to 'Sales Management' we certainly want you to count us in," says a recent communication from the Gruen Watch Company.

"We enjoy reading 'Sales Management' and look forward with interest to your review of the many important subjects which you will take up during the coming year."

Earl B. Shields

Thirteen years as advertising manager and agency executive, directing the advertising of such concerns as Calumet Steel Co., The Tupperman-Thurlow Co., Brookshire Cheese Co., A. H. Barber-Goodhue Co., The Dexter Co.—clients of ours for the past 4 to 8 years.

Jan. Feb. Mar. Apr. May June July Aug. Sept. Oct. Nov. Dec.



Last Year's Sales - Quota - This Year's Sales

David H. Colcord

Sales Promotion, Westinghouse Electric & Mfg. Co.; Adv. Mgr. Square D Co.; Koch Co., Advertising Agency; Reincke-Ellis Co., Advertising Agency; Director of Dartnell Sales Service and Associate Editor of Sales Management Magazine, 1922-25.

A Complete Agency Service With a Sales and Merchandising Slant

serving the advertiser who has a comparatively limited sales promotion and advertising appropriation—desirous of obtaining maximum results with minimum expenditure. Your campaign is planned and actual copy is written by the principals of this agency—men with a background of successful experience. Equipped to plan and execute—

- | | |
|---|--|
| <input type="checkbox"/> General Magazine Advertising | <input type="checkbox"/> Market Analysis |
| <input type="checkbox"/> Trade Paper Advertising | <input type="checkbox"/> Field Surveys |
| <input type="checkbox"/> Direct Mail Advertising | <input type="checkbox"/> Editorial Publicity |
| <input type="checkbox"/> Merchandising Analysis | <input type="checkbox"/> House Organs |
| <input type="checkbox"/> Dealer Helps | <input type="checkbox"/> Follow-up Campaigns |
| <input type="checkbox"/> Sales Letters | <input type="checkbox"/> Catalogs |
| <input type="checkbox"/> Sales Manuals | <input type="checkbox"/> Sales Literature |

Check above, branch of advertising and sales promotion in which you are interested, and mail this advertisement or write to

Shields & Colcord (Incorporated) Advertising & Sales Promotion 1623 Harris Trust Building Chicago

Make Your Letters Sell Good-Will

EVERY executive will agree with the theory that each letter leaving his organization, whether its purpose is to buy, sell, or collect money, should build good-will in some degree. In actual practice this theory is often forgotten because no practical plan has presented itself to carry out a definite "better letter" program.

If you agree to the above theory you can put it into practice by sending for the Dartnell "Better Letter Program." It consists of thirty bulletins, citing actual letters and suggested improvements. It contains many charts, model paragraphs and letters, together with a detailed program for putting the plan into effect in your office. The complete plan, with bulletins, letters and charts, is priced at six dollars. It will be sent to any rated organization for examination. It may be returned for full credit within two weeks if you are not convinced that it offers a practical, inexpensive means of improving your correspondence.

The DARTNELL CORPORATION

Publishers "Sales Management"

4660 RAVENSWOOD AVE.,

CHICAGO, U. S. A.

Sales Volume Doubled

In the short space of a few years, the annual sales volume of an industry has been doubled.

Four years ago, the Paint and Varnish Industry set as its goal the doubling of its annual sales volume. The time for this accomplishment was five years. Today that goal already has been achieved.

One year ahead of time!

To perfect jobber and dealer distribution, manufacturers employ the American Paint and Oil Dealer—the only paper devoted exclusively to the merchandising of paints, varnishes, specialties and accessories . . . To reach the largest—and most progressive—group of painting contractors, the American Painter and Decorator is the logical choice. Singly, or in combination, these papers have played an important part in bringing sales to a new high level.

And to reach manufacturers in this highly prosperous industry, the American Paint Journal is the outstanding medium. It is the only paper that confines its appeal to manufacturers in the Paint and Varnish Industry, and, in its field, is the most attractive advertising "buy" available.

The present situation holds unusual possibilities for rapidly increasing sales. Write for the facts, to accurately appreciate the possibilities in this great and growing industry.

All three papers of the American Paint Journal Group are members of the Audit Bureau of Circulations and the Associated Business Papers, Inc.

American Paint Journal Co.
3713 Washington Avenue
ST. LOUIS, MO.

NEW YORK CHICAGO
Room 1352 53 W. Washington Blvd.
100 William St.

Buckley Hits Postal Rate Raise

"MAIL selling is not an accident; it is the most progressive means of marketing which we who live by mass selling have been able to invent," declared Homer J. Buckley, chairman of the National Council of Business Mail Users and president of Buckley, Dement & Company, of Chicago, in discussing "Postal Rates and the Printer."

"It has come gradually," he continues, "and the United States government, through its Post Office Department, has encouraged the business men of the country in this type of selling. A tremendous amount of money has been invested in mail selling in the belief that the government would continue to cooperate and work with the business men along the lines adopted. It has seemed inconceivable that the government would ever take the stand that this confidence was unworthy of consideration in the fixing of postal rates, yet that is what has happened.

Bad Mathematics in Congress

"At the last session of Congress, faced by increases in salaries, a change in postal rates was adopted. It was pointed out to Congress that great industrial institutions had grown up around the Post Office Department, that the great bulk of mail matter now carried is business mail; and that the Post Office has risen from a class to a volume business entirely because men felt that they were safe in trusting the government to become a part of their business.

"When Congress talked of raising rates they were told that this was not the way to raise money; merchandising was not that simple, and they must choose one of two methods—either class, with a high price and a low volume, or service to the people as a whole, with a constantly reducing price and a constantly increasing volume. Notwithstanding this, Congress estimated, for instance, that it had received \$10,000,000 from private mailing cards at 1 cent each and that it would receive \$20,000,000 if the price was raised to 2 cents each. The thing which

was expected to happen did happen: the government lost the \$10,000,000 it already had.

"Congress also increased the rate on the open envelope in third class from 1 cent to 1½ cents in the confident belief that a 50 per cent increase in the rate would bring a 50 per cent increase in the revenue. Again it lost most of what it already had. The same thing happened when Congress tacked a 2 cents service charge on parcel post, or fourth class.

Damaging to Business

"It apparently never occurred to Congress to look over the machinery and cut out waste. Thus hundreds of millions of dollars might have been saved. It is estimated accurately that \$40,000,000 could be saved by combining rural free delivery routes, where the average working day is between three and four hours. The Post Office Department pays the Bureau of Engraving, the United States steamship lines, the Treasury Department and every other department for work or service, yet any of these departments can mail its matter free and these mailings run into millions of dollars.

"If the matter which Congress deposits in the mails is of any value, it is of value to all the people in the country. It is not, however, charged up to all the people and met by a general appropriation; it is charged specifically to those who use the mails, as though they had some special benefit to derive from congressional and departmental mailings.

"Until rates are put back where they were in 1924 the business of every merchant in the country is hurt. A 50 per cent increase is the equivalent of requiring every man who had two clerks now to employ three, but permitting them to make no greater sales or to obtain any greater revenue than previously."

A general discussion of the topic, "Is Florida a State of Mind?", occupied members of the Pittsburgh Advertising Club at their meeting on February 23.

Why We Ditched the Jobbers

(Continued from page 365)

Another big advantage to dealers is the uniformity of one line. With thirty products packed in similar containers and covering a wide range of uses, they have a line which is easy to stock and display, and a line which cuts down their investment and yields a uniform profit. It makes stock-keeping a much simpler matter and enables them to fill in their stocks quickly and accurately. They are not left with orphan goods on their shelves or an oversupply of one number of a line they no longer handle.

More Calls Needed

The average opening order since we began our own distribution has been \$25, while the repeat orders average between \$75 and \$150. We have twenty-two salesmen covering a large part of the country. In order that each of them may visit dealers more than two or three times a year, as has been their custom, we are gradually cutting down territories and hope to raise the number of calls a year to four or five. When we had a few products it was enough to call on dealers twice a year, but with thirty, they run out of one or two particular articles oftener and it is unsatisfactory to rely upon mail orders for fill-ins.

Druggists, too, have become accustomed to settling their accounts with salesmen. We find that our collections improve greatly when the men call oftener. By restricting territories we also cut down traveling expenses and retain customers' friendships more easily.

When jobbers handled our goods we had none of these advantages, but we did have a great many disadvantages which are now gone.

"The writer has been a subscriber to 'Sales Management' since 1922, and it is being again put on the 1926 list. I have always found it very interesting and helpful."—J. W. Chapman, United States Rubber Co.



Sail From Montreal or Quebec to *Europe*

See beautiful Montreal, quaint Quebec, and the mighty St. Lawrence on your way to Europe. Cut your travel on the open sea to only four days. In every way you get more, see more, spend less, when you book passage on one of the popular "Empresses" or Mono-class (one class) steamships of the Canadian Pacific. These large, modern, speedy, and splendidly equipped boats, afford every facility for your safety, comfort and enjoyment en route. Frequent sailings to the principal European Ports.

From Vancouver to the Orient

Four Giant Canadian Pacific Empresses offer quick passage to the Orient—only 10 days to Japan, then China and Manila. The largest, fastest, steamships on the Pacific—with unsurpassed cuisine and service. Whether you book as a 1st, 2nd, or 3rd cabin passenger, your journey will be a happy, joyful, interesting experience. Sailings are fortnightly from Vancouver.

Winter Cruises: Let us help you with that cruise you are planning next winter. Ask about Canadian Pacific Winter Cruises from New York. Dec. 2, Round the World, Empress of Scotland. Feb. 12, 1927, Mediterranean Cruise, Empress of France. Jan. 26 and Feb. 28, 1927, West Indies Cruises, Montroyal.

Further information from local steamship agents, or
R. S. Elworthy, Steamship General Agent, 71 E. Jackson Blvd.
Telephone Wabash 1904, Chicago, Ill.

Canadian Pacific

An Opportunity for Three Good Salesmen

A LARGE, internationally known Corporation has openings for three salesmen. The territory is a large city—the article to be sold is a paint product with many revolutionary characteristics. To date, with limited sales effort, it has moved remarkably well. Its possibilities are almost unlimited.

The men wanted are about thirty years old. They are familiar with the fundamentals of chemistry as it applies

to the paint industry. They have had two years successful sales experience, preferably with paint or some paint product. They will have the foresight to recognize opportunity when they see it.

The positions offered provide a reasonable salary and a unique opportunity to grow up with an unusually good product marketed by a corporation whose stability has been definitely established for many years.

If you are one of the three men wanted, put in one letter, which will be treated confidentially, full details about yourself, your education and experience, and mail it to: Box 1032

Sales Management, 4660 Ravenswood Ave., Chicago

... now you can have information on every market!

Now you can have information on every market at your finger tips—ready for instant reference.

The new edition of Crain's Market Data Book and Directory affords compact information on a hundred fields of industry and commerce. Adequate indexing and careful elimination of non-essentials give advertisers and advertising agencies a book of facts indispensable in market finding and market analysis.

Since the welcome given the first issue in 1921, Crain's Market Data Book has been the acknowledged first source of market facts—the basis for intelligent market analysis.

Making the book of even greater use is a complete directory, listing all business publications, classified according to fields covered and published with the market information on those fields. Here you can find out, along with facts on where the market is, accurate information as to the means and cost of covering it through business papers.

Canadian papers are classified in the same way, and the only published list of foreign business papers is also included.

Ask us to send a copy on our liberal ten-day approval plan. You decide whether the book is worth five dollars to you. If it is not, send it back without obligation.

Crain's Market Data Book and Directory

G. D. CRAIN, Jr., Publisher

537 South Dearborn Street

Chicago

Office Appliances

Speeds detail in any office

Write for sample copy today

THE OFFICE APPLIANCE CO.
417 So. Dearborn St. Chicago

MEN

Wm. L. Fletcher Inc.,
can put you in
touch with THE RIGHT MAN
for any worth while job
93 Federal St. Boston, Mass.

TOYCO Promotion BALLOONS



Toyco Promotion Balloons have a powerful child appeal. Ask us how to hitch this force to your sales.

Business Idea Dep't.

The TOYCRAFT RUBBER CO.
ASHLAND, OHIO

Cutters for paper, card, cloth, veneer. Office cutters—economical, convenient. Printing presses from \$44.00 to \$1200.00

Golding Press Division, Franklin, Mass.

A Successful Joint Sales Program

(Continued from page 338)

4. That these envelopes can be had immediately through merchants handling Warren's Standard Printing Papers.

"The booklets, folders, illustrated letters and envelopes combined are known as Warren's Standard Sales Units.

"Just to test the time-saving idea, turn to the table in the center of this letter and see how easy it is to select a booklet or folder size to meet almost any requirement."

The second page of the four-page folder contained a brief exposition of the "Standard Sales Unit," and a table showing the ten envelope sizes, the sizes of enclosures to fit the envelopes, the sheet sizes, and the number of booklet pages that would cut from the sheet. The third page provided the "tie-up" with the printer:

"Your printer can help you plan effective direct advertising pieces easily and economically with Warren's Standard Sales Units. He can show you dummies of ten standard-size booklets, folders and illustrated letters, with envelopes to fit. Talk your campaign over with your printer with these standard pieces before you:

NOTE TO PRINTERS: Warren's Standard Sales Units mean easier work for you. They save the time you have been giving to figuring specifications and prices for individual special size printed pieces, with envelopes made to order. And Warren's Standard Booklet Envelopes complete the standardization that provides you with paper to fit your presses and with printed matter that cuts without waste."

The success of the paper and envelope manufacturers (which has been considerable) suggests, however, that similar opportunities may exist in other lines.

"I have renewed our subscription for 'Sales Management' and I want you to know that when a copy comes in here it is marked with the names of all individuals in this plant that I think would be interested in 'Sales Management,' and taken to each one in rotation."
—R. M. Gattshall, Adv. Mgr., Republic Rubber Co.

TIPS



Although he's not a gambling man, the Tips editor will wager that any *Sales Management* subscriber who writes for a copy of "Cutting Container Costs With Safety," will open the unusual package almost the moment the mail is deposited on his desk. The whole get-up of the book and the trappings that go with it make about the niftiest piece of constructive advertising we've seen in a blue moon. It's part of a campaign put out by the New England Box Company of Greenfield, Massachusetts.

We'd throw in an extra mistake every now and then if we were always sure of getting a scolding as pleasant as the one Mr. Loring Pratt wrote us a fortnight or so ago. Without a doubt we made a mess of the paragraph in the January 23 issue concerning a new service started recently by the Ahrens Publishing Company—we called the service a magazine and quoted its name as "Institutional Advertising" instead of "Institutional Merchandising." It is a service for men who sell to hotels, restaurants, schools and clubs, and it will be sent without cost to anyone interested in selling to this market. If the notice slipped by you the first time, the address is 342 Madison Avenue, New York City.

You may not have added to your Middle West market file, the merchandising and data book compiled by the *Kansas City Star*, in which maps and tabulations appear analyzing circulation in Kansas City, in Missouri and in six surrounding states. Mr. E. E. Robertson, advertising manager of the *Star*, will send you a copy.

If the warehouse idea has been buzzing around in your head, you'll want a copy of "The Merchandise Warehouse in Distribution"—and you can get it from E. H. Hagel, superintendent of Western Warehousing Company, 331 West Polk Street, Chicago. It's the same report which was put out by the United States Department of Commerce. It shows just what savings may be effected by placing some of your distribution burdens on the warehouseman's shoulders.

"Did you ever stop to think about a pretzel's sense of direction, where it begins and ends?" So runs the first cheerful inquiry at the beginning of one of the letters printed in "Spare the Harpoon," a pamphlet issued by the Policyholders' Service Bureau of the Metropolitan Life Insurance Company. The booklet contains nine letters which suggest how a sales manager

can get production out of his men by winning their friendship and raising their morale, rather than continuously dangling angry participles which only point out "what's wrong here." 1 Madison Avenue, New York City.


A survey has been made among railway presidents and executives to show what attitude they are taking toward the competition between the established railway lines and automobile bus and truck carriers—and also toward the more recent co-operative developments between the two. This survey has been reprinted from *Railway Age* in an attractive booklet which is available at the popular quotation "N. C." Write Mr. Henry Lee at the Simmons-Boardman Publishing Company, 30 Church Street, New York City.

A broadside put out by the General Outdoor Advertising Company dangles before your eyes a series of choice "high spots" for painted bulletins in cities all over the United States and then offers a plan for putting your grape juice, auto tires, breakfast food, or what have you, before the eyes of all the folks who pass these places. The idea is that this kind of advertising, through a territorial plan of purchase, may easily be tied up with intensive sales drives in particular parts of the country. A note to Clarence B. Lovell at 1 Park Avenue, New York City, will bring one of the broadsides to your desk.

It's quite conceivable you may want the "Manual of Classified Advertising" of the *New York Times*—especially if you happen to be an advertising agent. So far as we can see, nothing you'd want to know about classified advertising in New York has been omitted. Address the Classified Department.

"Sculptural Printing" is nothing other than the doggy name which has been given this new color process whereby you can make your advertisements look exactly like stereopticon slides—show your product in three dimensions, mathematically talking. Ask the American Colortype Company, 1151 Roscoe Street, Chicago, to send you one of the books they have issued on this subject.

"Effective and Economical Business Forms" is a loose-leaf portfolio put out by the Eastern Manufacturing Company, 292 Madison Avenue, New York City, which may help to answer some of the inquiries on this subject which have so liberally seasoned our mail lately.



Your Name

and address, or simply the receipt of your business letterhead, is all we need in order to send you a copy of this informative little booklet "Courting Your Customers."

It is especially worth while to users of Direct Mail, and in the interest of this field of advertising we'll gladly send it without obligation.

The Acorn Press

OMAHA, NEB.

Creators, Designers and Printers of Quality Direct Mail

2

HOTEL SINTON

Cincinnati's Finest Hotel

Accommodations for
1200 Guests

Metropolitan atmosphere. Rooms, cuisine and service of supreme excellence. In the center of the business life of the city. The rendezvous of the city's business and social leaders. Accommodations for twelve hundred guests. Every room with bath and servitor. Telegraphed reservation assures accommodation.

HOTEL SINTON

Cincinnati's Finest Hotel
JOHN L. HORGAN, Managing Director

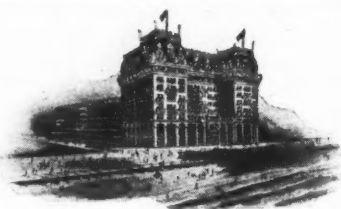
Salesmen Amend Constitution

Two subjects which came up for discussion at the regular monthly meeting of the National Council of Traveling Men's Associations, held at the Pennsylvania Hotel in New York, February 25, were a proposed amendment to the constitution and by-laws with respect to the auxiliary membership division, its classification and annual dues; and consideration of the \$500 death benefit, life insurance policy, which is to be a feature of the auxiliary membership plan.

Plans are being prepared for the "Bigger, Better Business Dinner," which will take place on March 23. Invited speakers are Senator Joseph T. Robinson of Arkansas; Senator Irvine L. Lenroot of Wisconsin, and prominent trade association officials.

Cyrus H. K. Curtis, president of the Curtis Publishing Company, was a guest and principal speaker at the February 9 meeting of the Advertising Club of Los Angeles. Mr. Curtis spoke on the subject, "What Makes Them Read the Advertising?"

The Yahr & Lange Drug Company, of Milwaukee, Wisconsin, has placed the advertising of its new Super Ball Radio Antenna with the New York office of Dorrance, Sullivan & Company, Inc.



The Breakers

Atlantic City, N. J.

Right on the Boardwalk
Preferred—

in winter and all season — by those who know and want the best—either upon the American or European Plan—and sensible rates withal. Sea Water Baths—Golf Privileges—Orchestra—Dancing Garage on Premises

Joel Hillman
President

Julian A. Hillman
Vice-President

Personal Service and Supplies

Classified rates: 50¢ a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

SALES MANAGER WANTED, PERMANENT POSITION—To promote our line of fire alarm and watchmen systems, hold-up alarm signals for banks and paymasters, automatic telephone calls, etc. We need an experienced man to manage office and build up a national sales organization. Splendid opportunity for the right man. If forward-looking and more interested in a successful future than size of present salary, write fully, giving present employment and experience. Your letter will be held in strict confidence. McFell Electric Devices Co., 347 St. Johns Ct., Chicago, Ill.

BRANCH MANAGER—Splendid opportunity for a man with sales and executive experience to manage a branch of a well known eastern manufacturer, selling direct to the dealer a nationally advertised product that repeats throughout the year. Must be qualified to direct sales activities of sales force and manage office and warehouse activities. In answering give full particulars as to age, experience, and salary expected, sending photograph with application. Address Box 1022, Sales Management, 4660 Ravenswood Ave., Chicago.

AGENCY WANTED

WANTED—EASTERN DISTRIBUTORSHIP. A thoroughly efficient sales organization, with knowledge of both dealer and direct-to-consumer selling, having handled one line exclusively for the past five years in the Metropolitan District of New York City and nearby territory, is seeking a change, in which the same force and ability which has earned its present success, will lead to greater returns. Will consider any line wanting real distribution in this territory. Box 1028, Sales Management, 4660 Ravenswood Ave., Chicago.

SALES PROMOTION

MAKE MORE SALES BY MAIL AT LESS cost. My services have helped sell millions in merchandise for Butler Brothers, largest wholesalers in America. Kelly Sales System, Minneapolis, noted for intensive sales methods, use my inquiry-reply plan. For Bonnet-Brown, Chicago, sold one campaign, \$48,000 in service sold previously by men only—advertising cost only 1 3-4%. Single mailing my plan put Candy Manufacturer on his feet instantly. Handle copy any line business from sales letters, broadsides, dealer help folders to complete charted campaigns. Watch my articles in Sales Management, Mailbag and other business magazines. Insure effectiveness your letters and advertising with expert counsel. My fees reasonable; profitable investment. Free consultation. Write Victor Klebba, 232 East Erie, Chicago.

\$50 to \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720, developed in four years sales by mail of half million yearly. Ten years sales promotion manager, Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Avenue, Buffalo.

POSITIONS WANTED

SOME MANUFACTURING COMPANY CAN use me to good advantage and let me grow with them. Advertising, sales management, sales correspondence and sales experience. Will do anything to make myself valuable. Address Box No. 1034, Sales Management, 4660 Ravenswood Ave., Chicago.

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